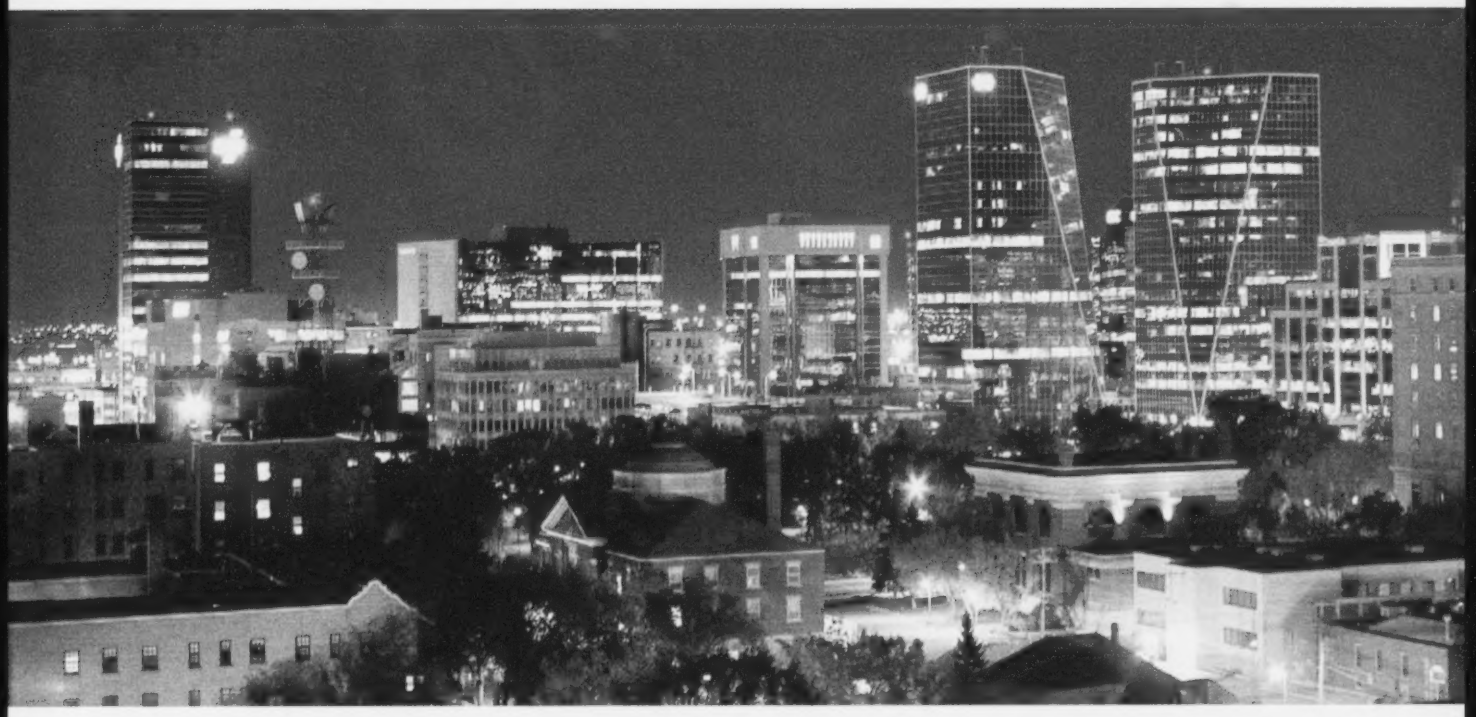
2008 - 2012

CITY OF REGINA

GENERAL CAPITAL PROGRAM

AS APPROVED BY CITY COUNCIL



Regina

CITY OF REGINA

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Office of the City Manager
April 15, 2008

To: His Worship the Mayor,
and Members of City Council

Re: **2008 – 2012 General Capital Investment Program**

Each year City Council is required to adopt an operating and capital budget. There are three components to the budgets, the General Operating Budget, the Water and Sewer Utility Operating and Capital Budget and the General Capital Investment Program. **This document is the 2008 – 2012 General Capital Investment Program as approved by City Council at its meeting on April 15, 2008.**

The 2008 - 2012 General Capital Budget is $347.8 million, in comparison to $284 million in the 2007 – 2011 General Capital Budget. The increase reflects additional funding provided by the City as well as the Federal and Provincial Governments, and also reflects the pressures of higher construction prices.

The General Capital Investment Program represents a balance between the fiscal constraints facing the City and the capital requirements. It has been built around City Council's Vision.

Imagine Regina 2020
Canada's most...
Vibrant,
Inclusive,
Attractive,
Sustainable community
Where people live in Harmony
And Thrive in opportunity.

This vision provided the starting point for the development of the Corporate Strategic Plan – *Accelerating Excellence*, with four Strategic Priorities to guide our budget process.

The Strategic Priorities established in *Accelerating Excellence* include:

- Managing Growth and Community Development
- Strengthening City Infrastructure and Managing Assets
- Achieving Operational Excellence, and
- Ensuring Organizational Capacity and Effectiveness

The key components of the 2008 – 2012 General Capital Investment Program reflect these priorities and include:

- $20 million as the City's contribution to the Ipsco Place Revitalization project, in partnership with the Federal and Provincial Governments. The City's share will be funded by debt.

- Funding for Street Infrastructure Renewal is $14 million in 2008, up 27% from the $11 million provided in 2007.

- $15 million over five years for Transit capital; including:

  - $10 million over the five years to purchase 20 transit buses;
  - $2.1 million over five years for 20 paratransit buses; and,
  - $600,000 million is proposed for Transit Service Initiatives, including security upgrades and priority signalization.

- Funding for Roadway Network Improvements total $8 million for 2008, including construction in all developing areas of the City and a contribution for construction of the interchange at Highway #1 and Lewvan Drive.

- Funding for the rehabilitation of bridges totals about $8.6 million over five years, with one bridge site each year.

- Funding of $33 million over the five years for the landfill. The funding includes the initial costs of a new cell for a new landfill adjacent to the existing landfill.

- Funding of about $6.1 million over the five years for community and recreation facilities. The funding is to sustain existing facilities and does not fund the development of new or replacement facilities.

- Funding of about $19 million over five years for restoration, upgrading and new development of athletic fields, open space and the city's streetscape.

- $4.1 million over five years for implementation of a Downtown Infrastructure Investment Strategy, including enhancements to infrastructure, land use and the design of the public realm in the downtown area.

- $2.4 million over two years to replace Fire Station #4.

- The capital program provides for $22.5 million over the five years for the replacement of vehicles and equipment. The capital program is consistent with the recommended fleet size and configuration as determined by the fleet review.

- The capital program provides $18 million over the next five years for the upgrading of operational, yard and field administrative facilities used by the City. There has been little investment in past years to maintain existing facilities, resulting in major deficiencies.

Regina, like other cities, is facing a problem of ageing infrastructure coupled with requirements resulting from growth and increased standards. During 2007, the City projected its infrastructure requirements, including rehabilitation of existing infrastructure and the demand for new infrastructure resulting from growth, at about $1.6 billion, of which $915 million is unfunded through any existing sources.

While there is virtually universal recognition of the need to increase capital spending, the challenge continues to be finding sources of funding that are predictable and sustainable.

The 2008 – 2012 General Capital Investment Program reflects an estimate of about $5.5 million in annual infrastructure grants from Federal and Provincial programs beginning in 2009. The 2008/09 Provincial Budget announced $5 million in infrastructure grants to be linked to the Federal Government's new 'Building Canada Fund'. Finalization of the required Federal – Provincial Agreement is expected within the next few weeks. As a result, a specific allocation for the City of Regina is not available.

The Federal Public Transit Trust provided $10.4 million to Regina in 2007. The funding is intended to cover a three period and has been allocated over three years in developing the capital budget because of the lead time to order and integrate new bus purchases into the Transit Fleet Management process, although the full amount was received in 2007. Funding from the Transit Trust for future years has not been finalized but an estimate has been included in developing the five year plan.

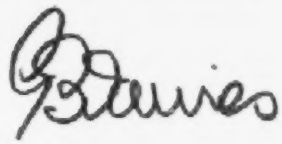
The Canada/Saskatchewan Agreement on Federal Gas Tax Revenue represents a positive development in addressing concerns that have been raised previously. The Federal Government recently extended the program until 2014/15, the type of time frame which is essential for effective infrastructure planning. It is important that this continue in the future, with projections updated on a regular basis.

The capital funding plan provides for a decrease in current contributions of $3.1 million for 2008, with future increases. The current contributions to capital for Police are relatively stable at an average of $915,000 over the next four years, but there is approximately $10 million required to rehabilitate the Municipal Justice Building in 2011 and 2012. City Council and the Board of Police Commissioners will have to develop a plan to meet that requirement over the next few years.

Should City Council choose to proceed with debt financing as outlined in the general capital program, increased debt servicing costs will be reflected in future years. However, increasing construction costs could result in higher overall costs if projects are delayed. Full details are included in the General Capital Budget document.

The 2008 – 2012 General Capital Investment Program demonstrates progress in addressing the priority needs of the community. It has been developed with a focus on City Council's Vision and the four strategic priorities. It provides a balanced approach, including the use of relatively modest debt levels to permit the City to move forward with priority projects with long term benefits for the community and strengthening of reserves to meet long term capital requirements.

Respectfully submitted,



Glen B. Davies
City Manager

Introduction

Introduction

2008 General Capital Investment Program

The 2008 General Capital Investment Program supports City Council's Vision for Regina:

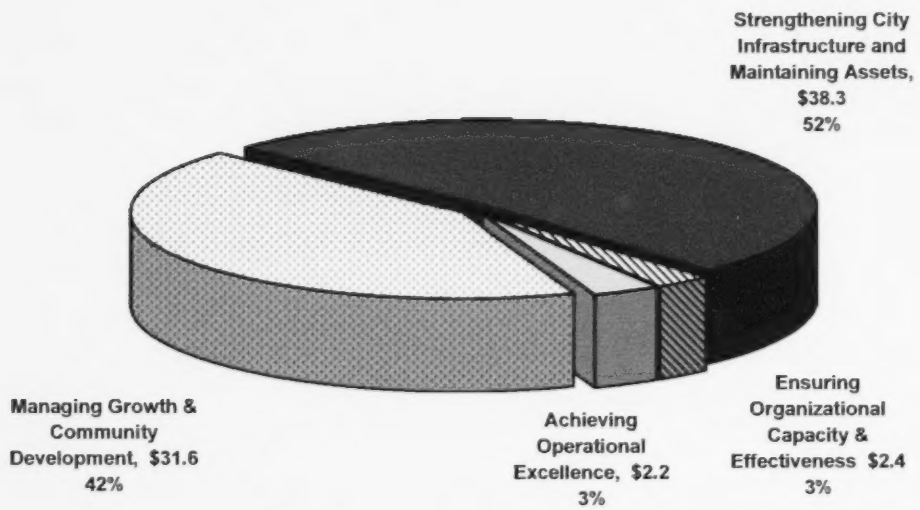
Imagine Regina 2020
Canada's most…
Vibrant,
Inclusive,
Attractive,
Sustainable community
Where people live in Harmony
And Thrive in opportunity.

Regina's need for investment in infrastructure is great, and funding is limited. It is essential that capital investments be directed in a strategic manner to deliver the best return for the community. The 2008 General Capital Investment Program was developed based on the four strategic priorities identified in the Corporate Strategic Plan – *Accelerating Excellence*:

- Strengthening City Infrastructure and Managing Assets
- Managing Growth and Community Development
- Achieving Operational Excellence
- Ensuring Organizational Effectiveness and Capacity

Strategic Priorities

Capital Expenditures by Strategic Priority – 2008
(millions of dollars)


Strengthening City Infrastructure and Maintaining Assets, $38.3 52%
Managing Growth & Community Development, $31.6 42%
Achieving Operational Excellence, $2.2 3%
Ensuring Organizational Capacity & Effectiveness $2.4 3%

Strengthening City Infrastructure & Managing Assets

This Strategic Priority is related to strengthening our City infrastructure systems and managing other tangible and financial assets. It ensures that our City is strong and financially sustainable.

The 2008 General Capital Investment Program includes:

- $14 million for Street Infrastructure Renewal, a 27% increase from 2007's $11 million budget.
- $780,000 for the renewal of 11th Avenue Bridge over Wascana Creek, part of the ongoing Bridge Infrastructure Renewal Program.
- $530,000 for traffic signal and Ring Road sign rehabilitation.
- $1.7 million for landfill projects including capping and closure costs in preparation for the expansion of the landfill.
- $839,000 for renewal and upgrading of various City recreation facilities, community centres and athletic fields.
- $100,000 for Globe Theatre renovations and $100,000 for community centre furnishings and equipment.
- $4.6 million for replacement and renewal of the City's vehicle and equipment fleet.
- $3.2 million for renewal and renovations of City Hall and the parkade.
- $1.2 for renewal and renovations of other City buildings, including Fire and Transit buildings.
- $360,000 for refurbishment of four buses.
- $600,000 for the redevelopment/upgrade of neighbourhood parks in the North East Community.
- $380,000 for Parks and Open Space irrigation system restoration and upgrade.
- $425,000 for restoration of Parks and Open Space landscape and amenities.

Managing Growth and Community Development

This Strategic Priority ensures we anticipate and prepare for our City's growth and are responsive to the needs of our community.

The 2008 General Capital Investment Program includes:

- $20 million for the City's share for the first phase of a $60 million project for the revitalization of Ipsco Place.
- $2 million in 2008, and an additional $5 million over 2009 and 2010 for construction of an interchange at Highway #1 and Lewvan, cost shared with the Saskatchewan Ministry of Highways.
- $150,000 for the Downtown Enhancement Plan, combined with $1 million allocated in 2007 to implement downtown enhancements.
- $5.3 million in roadway network expansion and improvements, including the construction of an extension of Gordon Road west of Lewvan, preliminary work for the extension of Prince of Wales Drive south to Wascana Parkway; and $2,140,000 for the widening of Ross Avenue in the industrial area.
- $5.1 million for industrial land development to address the current shortage of serviced industrial land.
- $250,000 for the EMME/3 Transportation Macrosimulation Model Upgrade, for improved traffic planning capabilities.
- $590,000 for new or improved traffic signals
- $215,000 to expand the Bikeway System.
- A total of $308,000 for traffic management and parking and pedestrian protection.
- $40,000 for Phase II of the Tourist Signing Program.

- $600,000 for the Landfill Compost Site Development to encourage composting and reduce landfill requirements.
- $725,000 for the Multi-Use Pathway links –northwest along Courtney Street from A.E. Wilson Park to Westhill; and the south storm channel from Parliament Avenue to Rae Street.
- $25,000 for development of the Prairie Island interpretive station;
- $25,000 for an additional off-lease dog park in a location to be determined through a community input process.
- $125,000 for new outdoor play amenities
- $384,000 for tree planting and plant materials.
- $500,000 for the City's share of project costs under the Urban Development Agreement, an agreement with the Provincial and Federal Governments to support projects that promote community development.
- $430,000 for the purchase of four new paratransit buses.

Achieving Operational Excellence

This Strategic Priority focuses on providing excellent customer service to our community.

The 2008 General Capital Investment Program includes:

- $1.3 million for improvements to the Main Floor of City Hall, meeting rooms and other public space within City Hall to provide improved customer service.
- $720,000 Transit service enhancements, including priority signals, cameras and security initiatives.
- $25,000 for Crime Prevention through Environmental Design initiatives in public areas around the City.
- $175,000 to replace and upgrade recreation and fitness equipment and furnishings at recreation facilities.

Ensuring Organizational Effectiveness and Capacity

This Strategic Priority ensures we have the right people and processes in place, that we are as effective and efficient as possible, and that we are continuously improving.

The 2008 General Capital Investment Program includes projects that fit the first three strategic priorities while also providing for organizational capacity improvements. This includes:

- $623,000 in funding for Information Technology projects.
- A portion of the $4.5 million included for Fleet vehicle and equipment replacements and upgrades will provide improved safety, operational efficiency, and service enhancements.
- The investments in City Hall and parkade renovations will provide improvements in the ability to deliver customer service while also providing improved security and operational efficiencies.
- The $1,750,000 included for replacement of Fire Hall #4 will allow the relocation of the Fire Hall which will improve response capabilities.

The Need for Infrastructure Investment

The need for infrastructure investment in Regina, like most western Canadian cities, arises in primarily three ways: replacement of existing infrastructure, increasing standards, and new infrastructure to support growth.

> *"Canadian municipalities build, own and maintain most of the infrastructure that supports our economy and quality of life. Yet for the past 20 years, municipalities have been caught in a fiscal squeeze caused by growing responsibilities and reduced revenues. As a result, they were forced to defer needed investment, and municipal infrastructure continued to deteriorate, with the cost of fixing it climbing five-fold from an estimated $12 billion in 1985 to $60 billion in 2003. This cost is the municipal infrastructure deficit, and today it has reached $123 billion.*
>
> *The upward trend of the municipal infrastructure deficit over the past two decades points to a looming crisis for our cities and communities and ultimately for the country as a whole. The deficit continues to grow and compound as maintenance is delayed, assets reach the end of their service life, and repair and replacement costs skyrocket. When compared with earlier estimates, the $123-billion figure clearly shows the municipal infrastructure deficit is growing faster than previously thought."*
>
> - Danger Ahead – The Coming Collapse of Canada's Municipal Infrastructure – A Report for the Federation of Canadian Municipalities, Saeed Mirza, PhD., Ing., November, 2007

The infrastructure gap is difficult to estimate, and because of that, some would suggest that it does not exist or is exaggerated. The numbers presented seem incredible and unmanageable to the average person. However, it is important to understand that the very size and variability in the numbers arise not because of some level of fabrication or inaccuracy but because of the increasingly complex environment for municipalities and because of the level of professionalism brought to infrastructure management.

Municipalities do not simply go out and rebuild the same piece of infrastructure at the end of its life cycle. Community needs and regulatory requirements are constantly evolving. Municipal infrastructure managers are responsible for incorporating improvements in safety, efficiency, environmental impact, aesthetic design, and productivity in their work on an ongoing basis.

At the same time, communities are growing. An engineer cannot just approach a roadway project for resurfacing only; any cost effective approach means that new capacity and safety considerations must also be included. It becomes very difficult to separate the cost of 'replacing existing infrastructure' from service level improvements and expansions.

Consequently, there is no generally accepted method for estimating exactly what the level of infrastructure funding should be. In carrying out the study for FCM, the following definition was used:

> "In formal terms, the municipal infrastructure deficit refers to the following:
>
> - the unfunded investments required to maintain and upgrade existing, municipally owned infrastructure assets; and
> - the funding needed over and above current and projected levels to bring existing facilities to a minimum acceptable level for operation over their service life, through maintenance, rehabilitation, repairs and replacement."

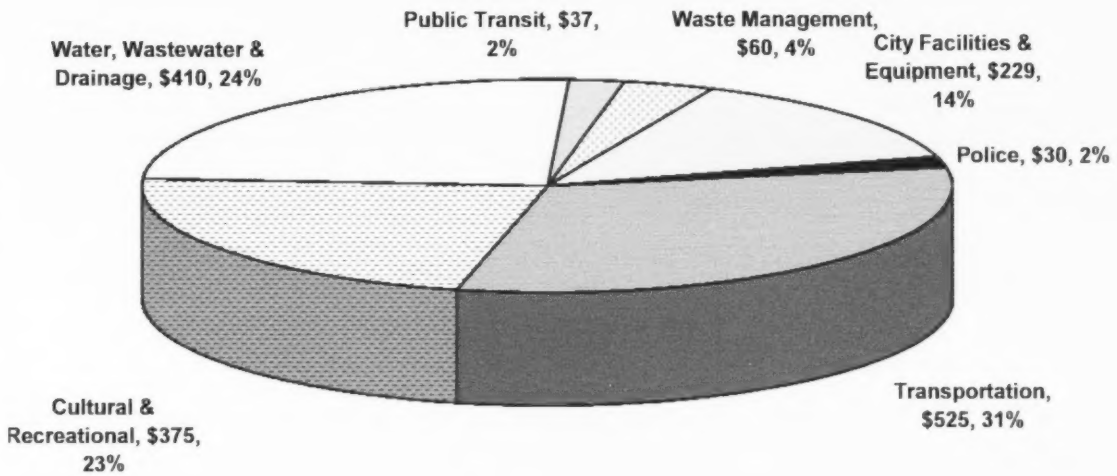
Regina also has significant requirements for infrastructure related to new growth, particularly in the area of roadway network improvements.

Measuring Regina's Infrastructure Gap

During 2007, Regina's estimate of infrastructure requirements over the next ten years was updated based on information from a number of new studies, including the Waterworks Assessment Study, required under provincial regulations, and a report done by Watson and Associates, identifying 25 year infrastructure requirements related to the City's Long Term Development plan.

Based on this information, Regina's total infrastructure requirements over the next ten years is about $1.6 billion. The breakdown by infrastructure type is as follows:

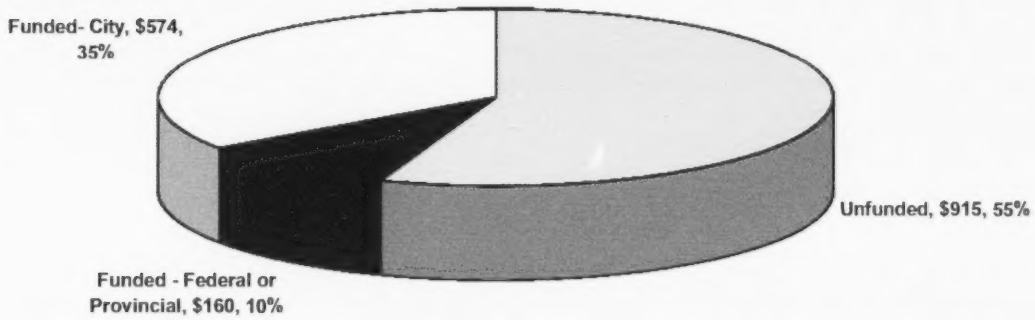
Regina's Total Infrastructure Requirements
(in millions of dollars)


Public Transit, $37, 2%
Waste Management, $60, 4%
Water, Wastewater & Drainage, $410, 24%
City Facilities & Equipment, $229, 14%
Police, $30, 2%
Cultural & Recreational, $375, 23%
Transportation, $525, 31%

This figure might seem unreasonably large, but the City's annual capital budgets, including the water, wastewater and drainage utility, have averaged about $45 million per year for the past fifteen years. The replacement cost of Regina's total infrastructure is estimated at about $10 billion. With the rapidly rising cost of construction, that figure continues to increase.

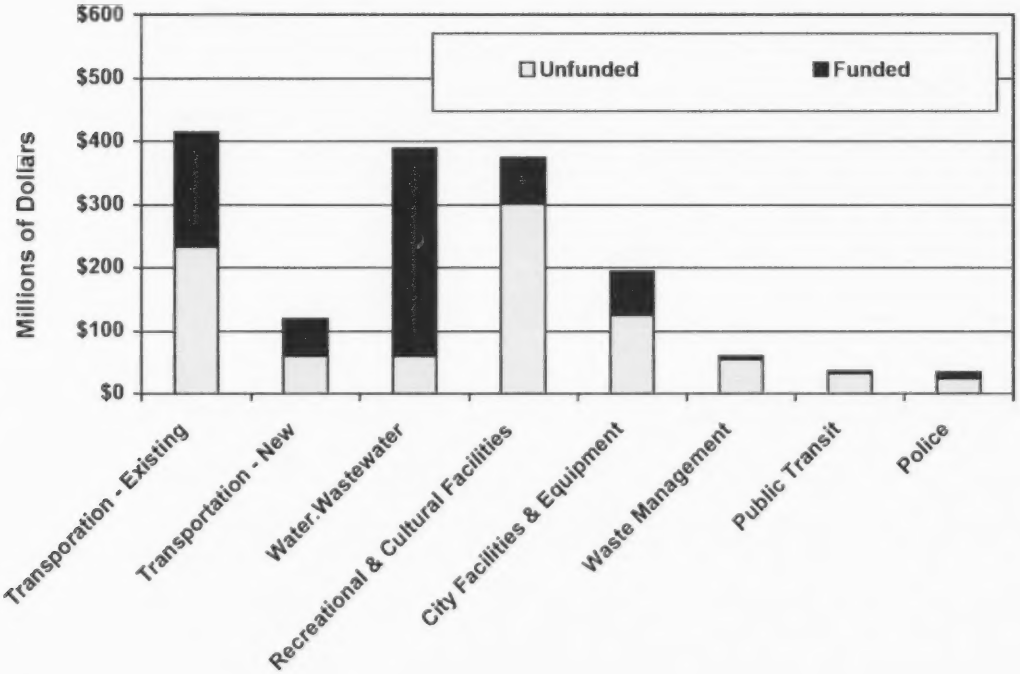
This chart shows the relative proportions of Regina's infrastructure requirements over the next ten years for which funding sources currently exist, and for which there is a funding gap.

Regina's Infrastructure Requirements
(in Millions of Dollars)



The following charts show the proportion of infrastructure requirements over the next ten years where funding gaps exist by the major categories of infrastructure:

Funded Versus Unfunded Infrastructure Requirements by Type
(In Millions of Dollars)



Strategies to Reduce the Gap

It is important to note that Regina, like other municipalities, is not expecting other orders of government to fully fund all infrastructure requirements.

From the graphs above, it is clear that Regina will fund a significant portion of its infrastructure requirements from local sources. Across Canada, the infrastructure gap resulted from multiple factors, and Regina's approach recognizes that addressing the problem will require action in several areas, including:

- Sufficient funding of capital from the City's operating budget;
- Sustainable policy and development decisions that do not artificially increase the demand for infrastructure;
- Servicing agreement fees that adequately fund the cost of new development and do not deplete other sources of funding required to address the infrastructure deficit;
- Accurately priced user fees that include the costs of infrastructure;
- A careful combination of "pay as you go" with debt to fund projects with long-term benefits:
- Solid asset management techniques, including long-term capital planning, that maximize the value of infrastructure spending.
- Stable and long-term funding from the Federal and Provincial Governments, with flexibility to address the priorities within the community;

Only about $50 million of the $1.6 billion in total infrastructure requirements is fully funded as of the beginning of 2008, through reserves, and tax and federal grant revenues to be received this year.

Over the next ten years, it is anticipated that of the $1.6 billion, the City will fund $260 million through operating contributions to reserves and from the tax base. It is estimated that an additional $160 million will be received from Federal and Provincial infrastructure grant programs, based on funding levels from existing programs. Approximately $170 million will be funded from servicing agreement fees and other contributions from developers.

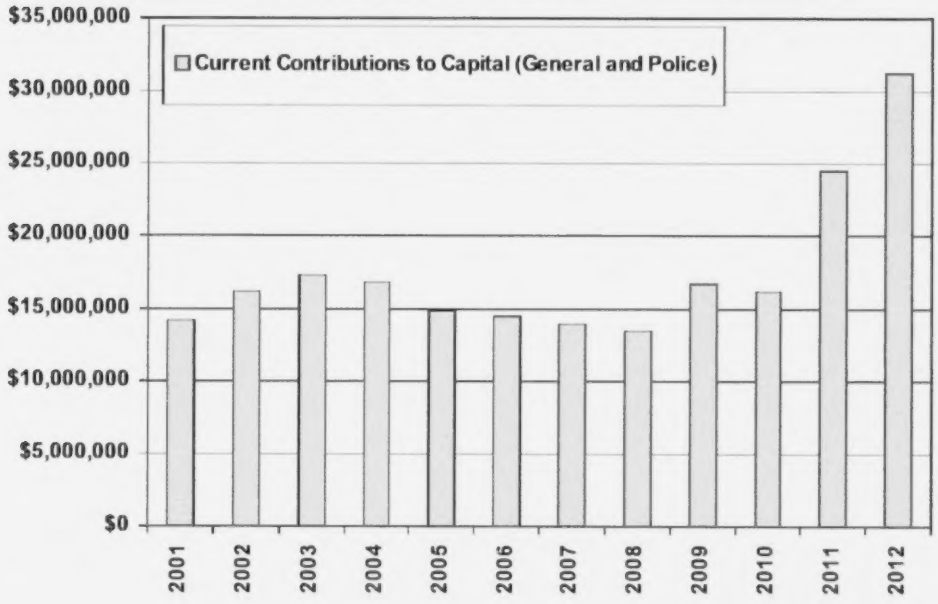
About $200 million in utility infrastructure requirements will have to be funded from debt, which will be repaid through utility rates.

Using the limited tools available, the City has taken several significant steps to address the infrastructure gap, based on the multi-faceted approach outlined above:

Funding from the Operating Budget

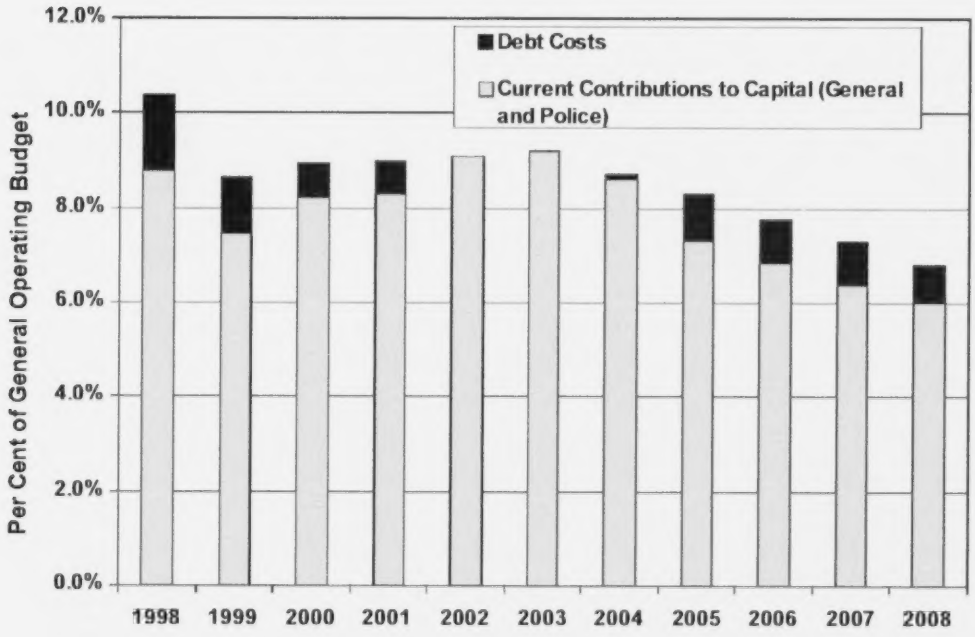
Despite continuing pressures for operating funding, the City has generally been able to maintain the level of funding for capital from the general operating budget. Pressures will increase significantly in 2011 and 2012 as a result of significant capital projects unless other sources of funding can be found.

Capital Funding From Current Contributions – Historical & Projected



Capital funding as a percentage of the operating budget has been decreasing, reflecting the pressures of operating costs.

Capital Funding From Current Operations – 1998 to 2008
(Per Cent of General Operating Budget)



Sustainable Development Policies

Regina's Official Community Plan (OCP) establishes sustainability as one of the two principles guiding the entire plan. The other, ensuring that development occurs in a cost efficient, environmentally responsible and socially equitable manner, is directly related to sustainability objectives.

A key policy is to maintain a compact urban form as a sustainable model. The residential growth strategy targets substantial infill development to balance peripheral expansion. Thirty percent of new housing will be directed to infill development to meet the OCP policies.

The transportation policies in the OCP support alternative modes of transportation. With higher densities in the central city, walking, bicycling and transit become more attractive options. In new suburban areas, a model was developed in the Sector Plans which emphasises greenways and transit oriented design, which will give emphasis to alternative modes of transportation.

Growth is managed to ensure contiguous development (avoid leapfrogging) and the cost effective provision of services. The City works with the RM of Sherwood cooperatively as part of the Sherwood/Regina Planning District to manage growth in the region. Lands in the RM are reserved for agricultural uses, except for sites specifically designated industrial (Sherwood Industrial Park) and commercial (abutting Highway No.1).

In summary, the City's sustainable development policies result in a more compact city and reduce the requirements for new infrastructure.

Servicing Agreement Fees

During 2007, the City completed a major review of the servicing agreement fee policy. The review included estimates of the capital requirements related to new development over the next 25 years. Regina has reached a threshold in that the majority of its existing developments are now virtually complete, and a significant investment in infrastructure is required if the City is to grow. Regina's servicing agreement fees were significantly lower than those in most other cities across Canada.

New fees were adopted by City Council in October of 2007, based on appropriate cost sharing between new developments and existing taxpayers. While the fees, which increased by about 110% and now include a financing cost element, will result in significant additional funding, there will be a significant cash outflow required by the City to fund its share of infrastructure, as well as to finance the infrastructure paid for through servicing agreement fees. This amount will be repaid over the next decade through servicing agreement fees as new development proceeds.

It is clear that the usual approach, whereby the City funds infrastructure in advance of development for roadways and water, wastewater and drainage infrastructure is not workable given the City's limited financial resources. New approaches, including developer front ending agreements and phasing of development, will be used to help balance the cash requirements.

User Fees

The City has reviewed virtually all its user fees over the past three years to ensure that, where possible, revenues are keeping up with capital as well as operating costs. A three-year utility rate increase of 9% per year for 2008, 2009 and 2010 was approved by City Council in 2007 to cover water and wastewater infrastructure requirements, including an upgrade and expansion of the wastewater treatment plant anticipated to cost in the range of $100 million. Landfill rates have been increased to cover the costs of landfill closure, capping, and expansion. Golf and cemetery fees have been reviewed on a regular basis and established to cover capital and operating requirements.

While capital cost recovery in recreation program areas is extremely difficult to achieve, a three-year recreation program fee schedule was approved by City Council in June of 2007 to ensure that cost recovery levels are maintained.

While these fee increases are not popular and are viewed as another form of taxation, they are necessary to help address the infrastructure funding gap. The City is embarking on a general review of rates and fees for all City services with a view to develop more consistent and comprehensive pricing policies.

It is important to note that, while the City has the authority to raise revenues through licenses and special taxes, such revenue cannot exceed the related costs, limiting any ability to use such revenues to fund capital.

Debt Financing

The 2008 General Capital Investment Program proposes the use of up to $40.5 million in debt over the next five years. While the issuance of debt can provide for increased capital funding, the debt along with the related interest cost must be paid in future years. The use of debt is a trade-off between increased fiscal flexibility in the short term versus reduced fiscal flexibility over the term of the repayment of the debt.

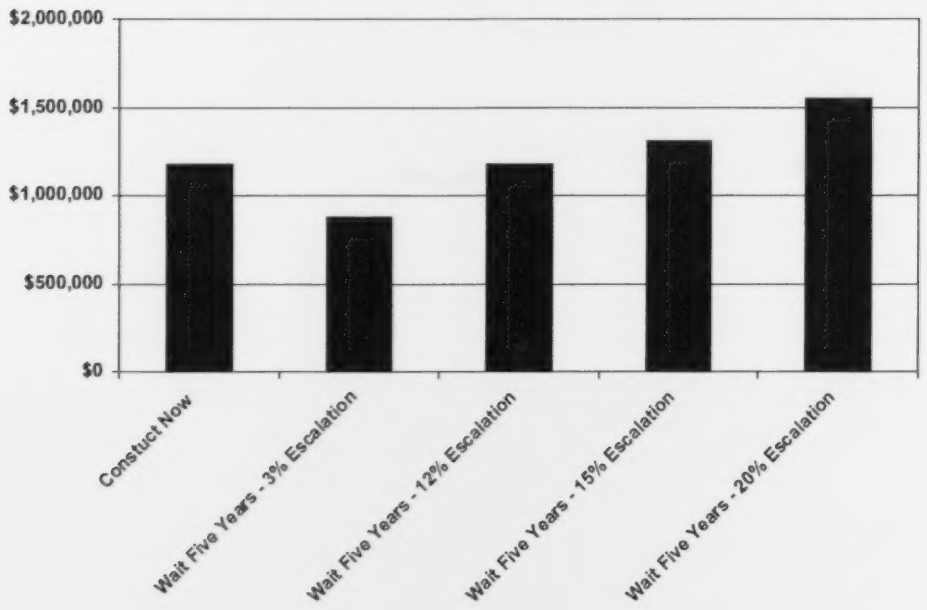
The high interest rates of the 1980's precluded the use of debt as an effective tool to finance public infrastructure and most municipal governments adopted a pay-as-you go basis for capital financing. With recent trends for low interest rates, many municipalities are increasing their use of debt.

The City is faced with difficult choices. While interest costs will add to the overall bill, the rapid increases in construction costs over the past few years indicate that in some circumstances, debt financing could lower the overall costs.

As an example, in an environment where construction prices are escalating by 12% per year, and interest rates are at 6%, the net present value of delaying construction for five years, or borrowing using debentures and repaying the amount over ten years are the same.

Currently, construction-related inflation is estimated at 18% per year in Regina.

Present Value Cost Comparison – Borrow or Wait
(Based on a 2008 Project at $1 million; 6% Borrowing Interest Rate)



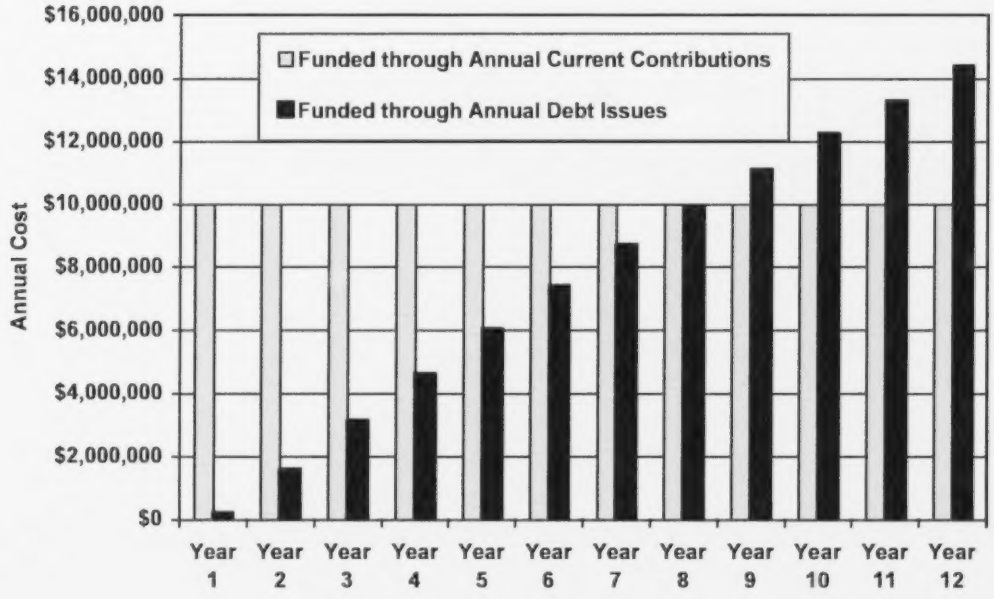
In many cases, infrastructure deterioration will add to the cost to a greater extent than construction price increases – the 'stitch in time saves nine' adage holds true. In addition, there are intangible benefits for earlier construction in that the community has the use of the infrastructure earlier, and the costs are spread out over the period of benefit without creating undue hardship in the year of acquisition.

Where cost escalation through infrastructure deterioration or construction price increases exceeds 12%, or if interest rates are lower than 6%, then the City would see lower costs through borrowing. In both cases, it will be a challenge to meet the cash flow requirements, but the debt approach yields the lowest overall cost.

And, if debt is ultimately necessary, borrowing earlier prevents the costs from deterioration from growing.

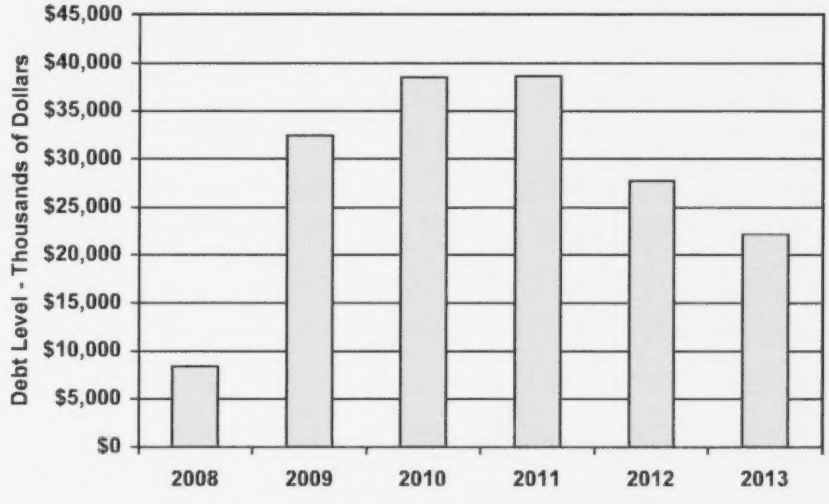
The following graph compares the annual cost of the $10.0 million per year in debt as compared to providing $10.0 million annually through current contributions. The debt costs are based on a ten-year term, and an interest rate of about 6%, with the debt issued July 1 each year.

Comparison of Current Contributions and Debt - $10 Million Annual Capital Expenditures



The 2008 General Capital Investment Program proposes the use of debt for projects with long term benefits, including the revitalization of Ipsco Place and street infrastructure renewal. It is important to note that construction cost trends for these types of projects indicate that costs will likely continue to escalate significantly if projects are postponed. The following chart shows projected debt levels based on the debt financing in the 2008 – 2012 General Capital Investment Program.

Projected Debt Levels – General Municipal Debt
(thousands of dollars)



Asset Management Techniques

These techniques and approaches are not new to the City, but there has been significant advancement in research available across North America that is being applied in Regina. In addition, local research through the Communities of Tomorrow and joint projects with the City of Saskatoon are providing benefits.

The completion of the Recreation Facility Strategy 2020 will assist in the preparation of a Long Term Recreation Facilities Management Plan through identification of community needs and trends. The City continues to identify and apply best practices in pavement, sidewalk and water and sewer infrastructure maintenance. Significant success has also been achieved through the application of a life cycle management approach to optimizing fleet costs, reducing the City's fleet by about 20% in the past five years.

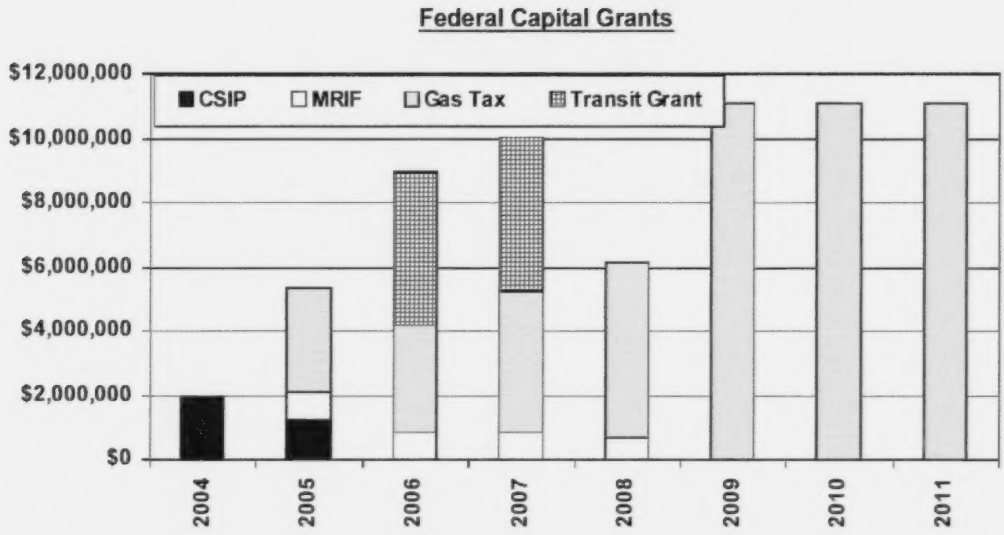
Traditional municipal accounting evolved when municipalities had simpler responsibilities, and were based on cash inflows for the year matching cash outflows. Expenditures on capital items were expensed in the year they were acquired and unlike other businesses, there was no recognition of depreciation expense, or the cost of the use of the infrastructure in the municipality's financial results on an annual basis. The Public Sector Accounting Board has issued new requirements for accounting for tangible capital assets. The City of Regina will be adopting those recommendations for implementation by the required date of 2009, with a focus on not only meeting accounting requirements, but improving management information available for capital assets.

These efforts help to ensure that infrastructure investments are directed in a manner to provide the most benefits possible.

Capital Grant Programs

The information provided above indicates that the City is using all available approaches to manage its infrastructure requirements, but municipal taxpayers cannot do it alone. After the severe reductions in funding experienced during the 1990's and earlier this decade, the Federal Government and Provincial Governments across Canada began to recognize the importance of infrastructure funding.

> *"Canada's quality of life and economic competitiveness depend in part on having reliable, efficient infrastructure that is provided in large part by municipal, provincial, territorial and federal governments."* – ***Restoring Fiscal Balance in Canada – Focusing on Priorities – Federal Budget 2006.***



Gas Tax

The Federal Government has implemented a program to share a portion of the Federal Gas Tax with municipalities. The share for Regina has grown from $3.3 million in 2005, $3.3 million in 2006, $4.4 million in 2007, **$5.5 million in 2008** and $11.1 million in 2009. The grant is based on 1.5 cents per litre in 2005, increasing to 5 cents a litre in 2009. During 2007, the Federal Government announced an extension of the program through the 2014 – 2015 Federal fiscal year.

National Transit Trust

This program was announced in 2005, and provided $4.9 million for Regina in 2006 and $10.4 million in 2007 to cover a three year period. The funding must be used for transit initiatives and requires incremental funding from the municipality. Additional funding has been announced in the 2008/09 Federal budget for a two year program, but details such as criteria are not yet available.

Building Canada Fund

This program, announced in the 2007-08 Federal Budget, includes the former Municipal Rural Infrastructure Program and Canada Strategic Infrastructure programs. Although the program was announced in early 2007, and criteria were to have been established in the fall of 2007, that has not yet been completed. The program requires the Provincial government to participate, and although Saskatchewan pledged $52 million in its 2007-08 budget, the agreement has not yet been signed.

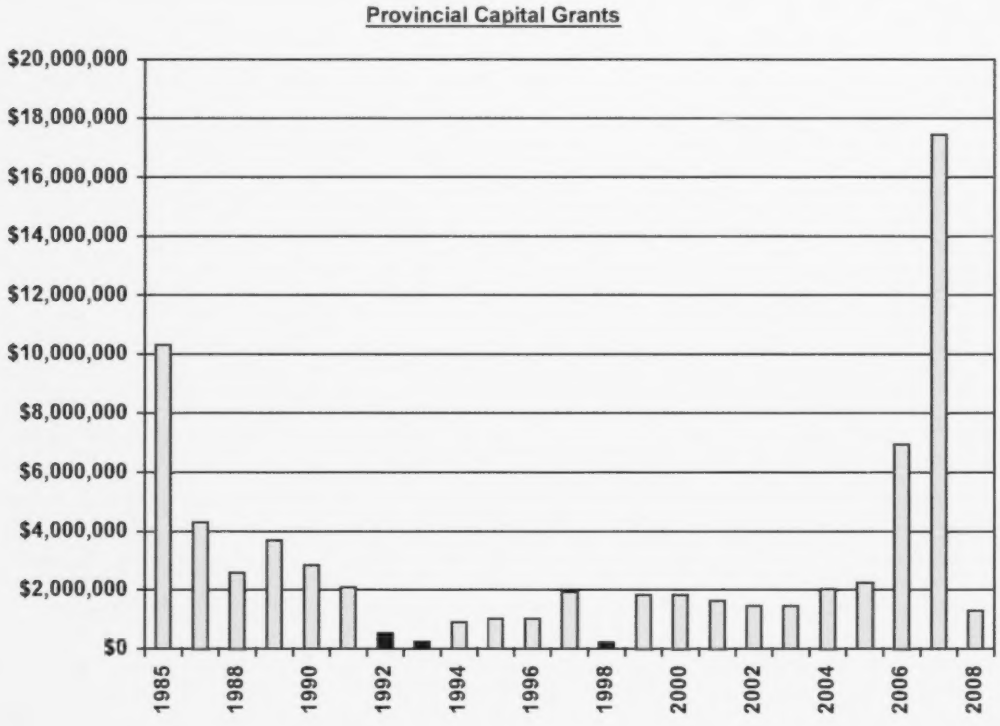
The 2008/09 Provincial budget included $5 million in total funding for all municipalities in Saskatchewan as the estimated cash flow from the Federal and Provincial portions of the program for 2008, increasing to $33 million in 2009/10. Regina's allocation of this amount is not yet known.

Provincial Capital Grants

The Province of Saskatchewan announced $17,450,000 in funding for the Ipsco Place revitalization project in the fall of 2007. Sixty per cent of the funds will be advanced upon completion of a cash flow forecast. Because this project also requires Federal funding which has not yet been approved, the project agreement has not yet been completed. The City has pledged $20 million in funding for the project, to be funded by debt.

The Province of Saskatchewan has indicated that Regina will receive $1.3 million in funding available from the former Municipal Rural Infrastructure Fund (MRIF) for roadways projects. The application was approved in February, 2008 and the project must be completed by March, 2009. The 2008/09 Provincial budget indicated that some unspent MRIF funding will be provided to municipalities in 2008/09. It is not known whether Regina would receive any additional funding beyond the $1.3 million commitment.

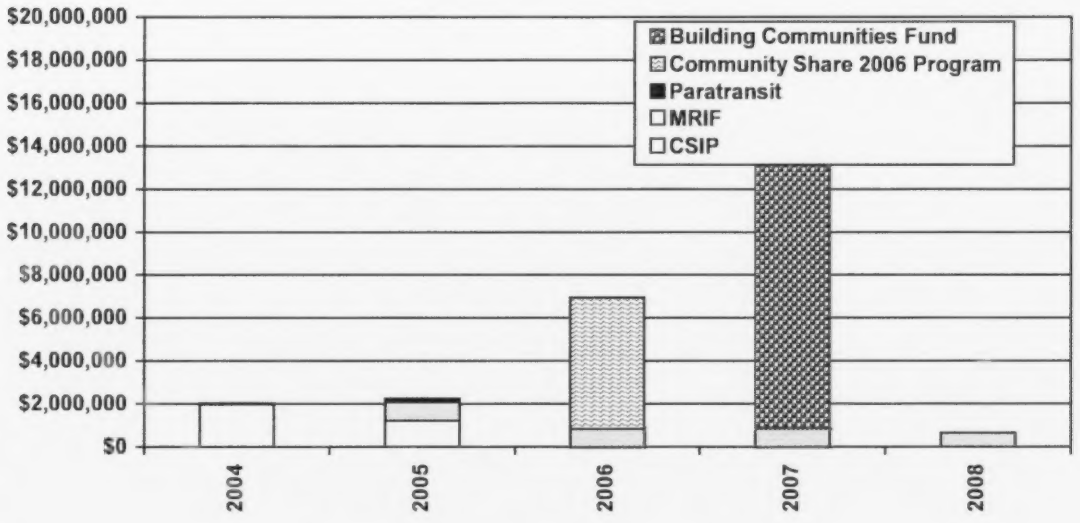
The following graph shows total Provincial capital grants received by the City of Regina since 1985:



In January, 2008, Alberta released a twenty year Strategic Plan on Infrastructure, which will provide about $3.3 billion to Calgary over ten years. Eligible projects include the expansion of the light rail transit system and recreational and cultural facilities. For 2008/09, Calgary will receive the equivalent of about $143 per person. Calgary will also receive about $60 per capita under the Alberta Cities Transportation Partnership for transportation projects, and about $180 for general municipal funding under the Alberta Infrastructure program. These programs are provincial programs, in addition to the Gas Tax, MRIF and Building Canada programs. Based on a per capita equivalent, for Regina, this would total about $76 million per year.

The following graph provides information on the Provincial capital grants since 2003. The grants do not include the contribution from the Provincial Government to community projects. The Province provided funding for two major community projects - $5 million in 2004 for the Wascana Lake Deepening project in Wascana Park, and $4 million in 2005 for the Credit Union EventPlex at Regina Exhibition Park. The projects were part of the Canada Strategic Infrastructure Fund and costs were shared with the City and the Federal Government. The projects are of significant benefit to the community; however, they were not related to reducing the City's infrastructure deficit and are not City facilities.

Provincial Capital Grants



Two years ago, the Federal Budget included the following remarks:

> *"Federal investments in infrastructure are significant, but this funding needs to be put on a long-term track to allow for long-term planning, especially given the time spans involved in planning and building major infrastructure projects."* – Federal Budget 2006 – Restoring Fiscal Balance in Canada – Focusing on Priorities.

It is clear that there are still challenges in achieving this. As the City prepares its 2008 budget, criteria for the major Federal and Provincial infrastructure programs are unknown. In the face of this uncertainty, municipal councils cannot afford to wait until occurrences like the water quality problems of Walkerton and North Battleford and bridge collapses in Laval and Minneapolis draw further attention to the issue. The 2008 – 2012 General Capital Investment Program does not meet all of the City's required infrastructure needs, but reflects a responsible approach, using all tools available to address our community's priorities.

General Capital Program Expenditures

General Capital Investment Program Expenditures

Capital Expenditure Summary

Capital Expenditures ($000's)	2008	2009	2010	2011	2012	Five Year Total
Public Works Division						
Transportation	**16,654**	20,021	21,459	20,618	21,162	99,914
Waste Management	**2,745**	6,250	11,500	7,350	6,600	34,445
Other Capital Projects	**313**	425	791	861	4,715	7,105
	19,712	26,696	33,750	28,829	32,477	141,464
Community & Protective Services Division						
Recreation and Community Facilities	**567**	962	1,510	1,253	1,815	6,107
Outdoor Athletic Surfaces & Facilities	**272**	1,060	1,225	1,150	2,070	5,777
Open Space	**2,470**	2,230	2,645	3,503	3,030	13,878
Streetscape	**384**	505	300	614	1,337	3,140
Golf Courses	**230**	220	415	580	240	1,685
Cemeteries	**111**	26	26	58	24	245
Fire	**2,140**	2,290	745	1,735	1,310	8,220
Transit	**3,745**	4,665	2,890	1,250	3,160	15,710
Other Capital Projects	**20,854**	935	700	330	15	22,834
	30,773	12,893	10,456	10,473	13,001	77,596
Planning & Development Division						
Transportation	**8,675**	16,105	6,405	3,505	8,100	42,790
Land Development	**5,080**	2,730	4,800	2,500	1,300	16,410
Downtown Development	**150**	1,000	1,000	1,000	1,000	4,150
	13,905	19,835	12,205	7,005	10,400	63,350
Corporate Services Division						
Fleet	**4,586**	4,597	4,589	4,236	4,445	22,453
Facilities	**4,001**	5,358	3,262	2,840	3,340	18,801
Information Technology	**623**	2,085	2,195	2,100	2,197	9,200
	9,210	12,040	10,046	9,176	9,982	50,454
Regina Police Service	**845**	1,092	892	5,974	6,182	14,985
Total Capital Expenditures	**74,445**	**72,556**	**67,349**	**61,457**	**72,042**	**347,849**

Public Works Division

Capital Program Summary

	2008	2009	2010	2011	2012	Five Year Total
Capital Expenditures ($000's)						
Transportation						
Street Infrastructure Renewal	**14,000**	14,000	17,000	17,500	18,000	80,500
Bridge Infrastructure Renewal	**780**	4,000	2,300	650	920	8,650
Traffic Control and Safety	**1,754**	1,941	2,079	1,988	2,162	9,924
Other Transportation Projects	**120**	80	80	480	80	840
Waste Management						
Landfill	**2,745**	4,900	11,500	7,350	6,600	33,095
Waste Collection	**-**	1,350	-	-	-	1,350
Other Capital Projects						
Asphalt Production and Field Services	**180**	300	350	650	4,650	6,130
Buildings and Yards	**133**	125	441	211	65	975
Total Expenditures	**19,712**	26,696	33,750	28,829	32,477	141,464
Capital Funding ($000's)						
Current Contributions to Capital	**2,419**	2,948	3,604	4,725	7,431	21,127
Debt	**5,500**	5,100	3,200	-	-	13,800
Utility Transfer - MRIF	**1,700**	-	-	-	-	1,700
Landfill Reserve	**2,745**	4,900	11,500	7,350	6,600	33,095
General Fund Reserve	**-**	-	-	-	-	-
Gas Tax Grant	**5,500**	11,100	11,100	11,100	11,100	49,900
Servicing Agreement Fees - Roadways	**38**	38	76	76	76	304
Asphalt Plant Reserve	**180**	150	350	150	150	980
Other Federal/Provincial Capital Grants	**-**	2,300	3,700	5,000	6,900	17,900
MRIF	**1,300**	-	-	-	-	1,300
Contributions from Developers	**260**	160	220	220	220	1,080
Other External Contributions	**70**	-	-	208	-	278
Total Funding	**19,712**	26,696	33,750	28,829	32,477	141,464

Street Infrastructure Renewal

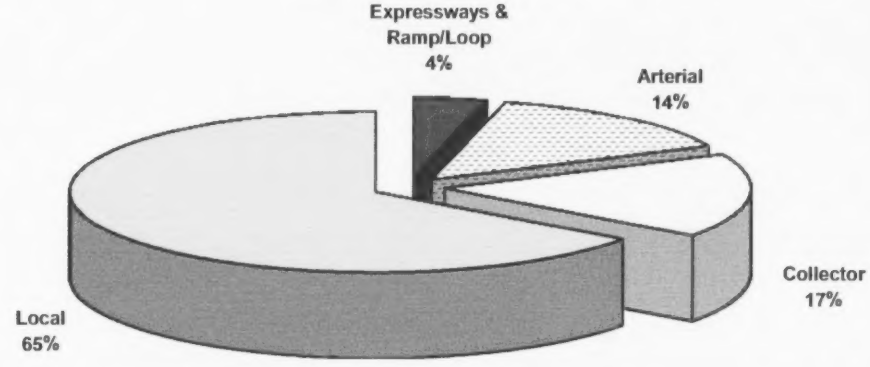
Capital Summary ($000's)	2008	2009	2010	2011	2012
Capital Expenditures					
1. **Street Infrastructure Renewal** - Asphalt recapping, upgrading of centre medians in conjunction with recapping, funding of the pavement management information system survey, funding for local improvement walk, curbs and gutter replacement, and reconstruction and recapping of roadways in conjunction with local improvement work.	**14,000**	14,000	17,000	17,500	18,000
Total Expenditures	**14,000**	14,000	17,000	17,500	18,000
Capital Funding					
Current Contributions to Capital	-	-	-	1,400	-
Transfer from Utility - MRIF	**1,700**	-	-	-	-
Gas Tax Grant	**2,755**	9,100	11,100	11,100	11,100
Other Federal/Provincial Grants	-		3,700	5,000	6,900
Landfill Reserve	**2,745**	2,000	-	-	-
MRIF	**1,300**		-	-	-
Debt	**5,500**	2,900	2,200	-	-
Total Funding	**14,000**	14,000	17,000	17,500	18,000

Roadways rate the highest in terms of the most important service issue and lowest in terms of satisfaction with the service. In the most recent public survey almost 79% of those surveyed were of the view that there needed to be more spending on fixing streets and roads. Transportation infrastructure includes:

- 914 kilometres of paved roads,
- 29 kilometres of gravel roadways; and,
- 1,300 kilometres of sidewalks.

The functional classification of the road inventory is shown in the following graph.

Road Network Classification



Rehabilitation of existing roads refers to reconstruction and various resurfacing treatments. Two types of reconstruction are used. The first type consists of completely removing the road structure and rebuilding the road from the subgrade up. The second type is a treatment called full depth reclamation where the road structure is pulverized, additives are added and the structure is re-laid. Road reconstruction is typically required in year 45 of a road life cycle.

The resurfacing treatments used include plane and pave, overlays and micro surfacing. The plane and pave treatment consists of planing off a layer of old asphalt and replacing it with a new asphalt surface that is usually thicker than the one that was removed. The overlay treatment consists of laying a new asphalt layer over existing old asphalt surface with minimal or no planing prep work. The micro surfacing treatment consists of laying a very thin layer of modified asphalt over an existing asphalt surface. The resurfacing treatments are typically applied at various stages in a road life-cycle. Micro surfacing would be used earlier in the life-cycle where the plane and pave or overlay treatments may be used at year 15 or 20 in a road life cycle.

The 45 year life cycle of a road typically involves a combination of resurfacing activities until reconstruction is required.

The amount of road rehabilitation (reconstruction and recapping) that has been accomplished since 1992 is shown in the following table.

Road Rehabilitation (Kilometres)

	Street Reconstruction				
Year	Collectors & Arterials	Local Streets	Total	Street Resurfacing	Total Rehabilitation
1992	0.8	2.5	3.3	10.0	13.3
1993	3.3	2.3	5.6	7.7	13.3
1994	0.3	1.6	1.9	26.8	28.7
1995	0.8	1.5	2.3	8.5	10.8
1996	0.3	0.8	1.1	10.0	11.1
1997	2.7	1.3	4.0	12.2	16.2
1998	0.8	0.2	1.0	9.4	10.4
1999	1.9	1.3	3.2	16.6	19.8
2000	2.0	1.8	3.8	13.0	16.8
2001	1.2	1.4	2.6	17.0	19.6
2002	0.9	0.8	1.7	15.9	17.6
2003	0.7	-	0.7	20.3	21.0
2004	0.5	-	0.5	19.3	19.8
2005	0.4	-	0.4	24.1	24.5
2006	2.2	0.3	2.5	23.7	26.2
2007	-	2.4	2.4	25.9	28.3
	Annual Average		**2.3**	**16.3**	**18.6**

If the typical process for rehabilitation was followed, the rehabilitation program would require 20 km of road reconstruction and 60 km of resurfacing per year. As shown in the previous table, the average amount of road reconstruction is approximately 2.3 km per year, about one-eighth of the amount required. Road resurfacing averages 16.3 km per year, or about one-quarter of the amount required.

Recently, Public Works began investigating the use of contemporary asset management techniques to develop a holistic approach to the investment in the City's roadways. The focus involves developing and implementing the most cost efficient maintenance strategies on the right roads at the right time. This approach achieves effective investment in roadways, as well as maintaining an acceptable level of service. As the City utilizes more preservation treatments which have lower unit costs, the length of roadways rehabilitated will increase.

The cost of recapping is substantially less than reconstruction. The estimated cost comparison based on work undertaken in Regina is as follows:

- For arterial streets, the cost per square meter for reconstruction is $57, compared to a cost of $23 for recapping.
- For collector streets, the cost per square meter for reconstruction is $49, compared to a cost of $19 for recapping.
- For local streets, the cost per square meter for reconstruction is $47, compared to a cost of $15 for recapping.

The cost of reconstruction is from 2.5 to 3.2 times the cost of recapping. If the capital investment for recapping does not occur at the right time, there is increased risk that reconstruction will have to occur at an earlier date than otherwise would be the case.

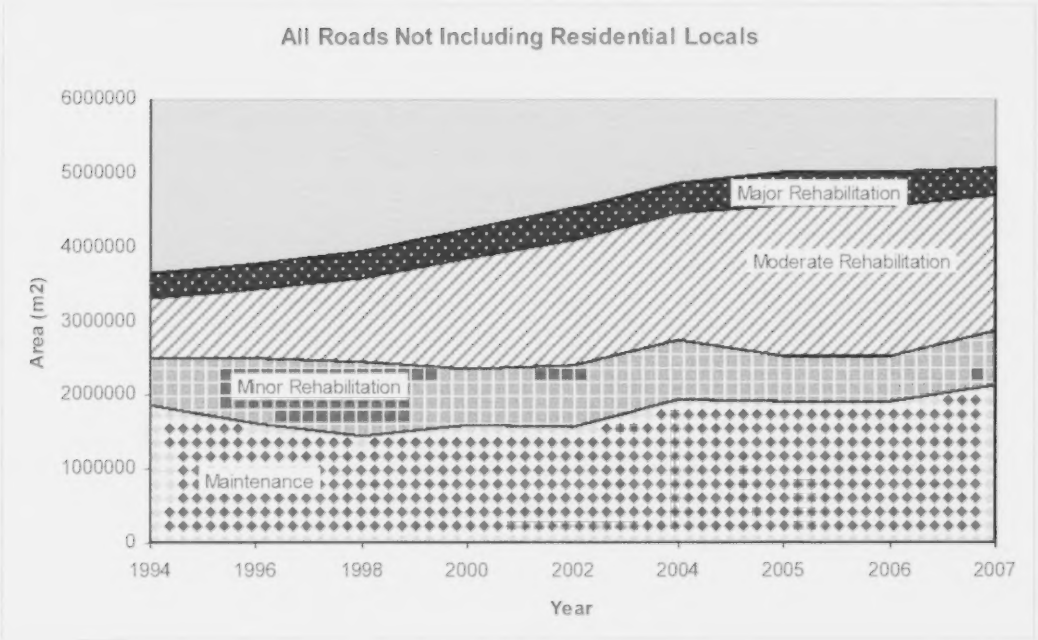
Funding for road rehabilitation is insufficient to meet current requirements, let alone address the backlog created by the shortfall in funding in prior years. In the last three years, increased funding for roadways has resulted in a slight increase in rehabilitation work on the roadways. A greater length of rehabilitation work was completed during the years extra funding was available from infrastructure programs.

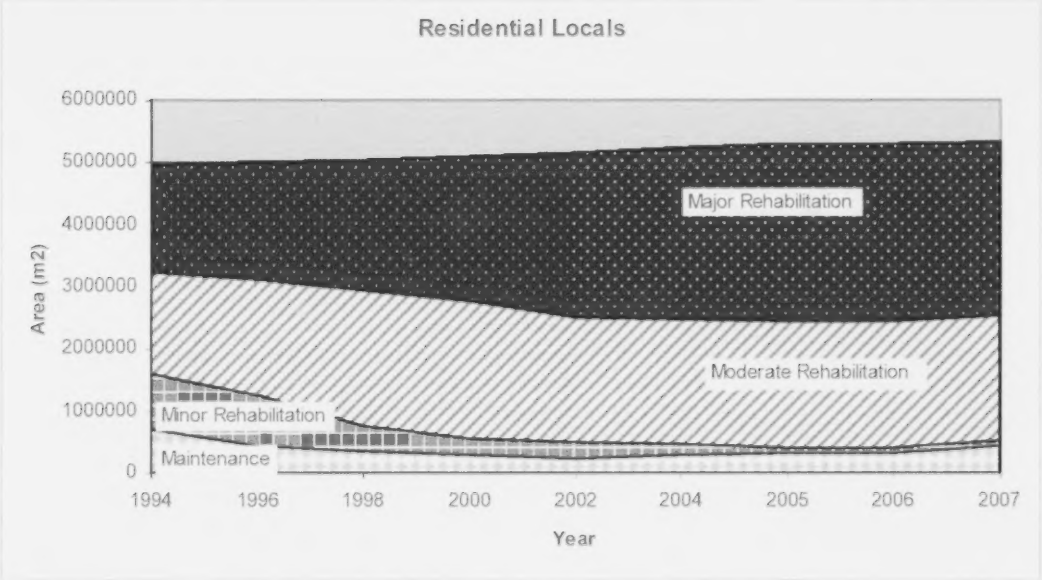
The City continues to focus rehabilitation on major roadways and collector roadways to provide the most benefit to all motorists. Studies have shown that 80% of the traffic travel occurs on 20% of the total road network. Funding for roadway infrastrucutre renewal is currently prioritized as follows (from highest to lowest priority):

- Expressways and arterial roadways.
- Collector roadways and bus routes.
- Major local roadways – commercial, industrial, institutional, bus routes.
- Local roadways.

The result of this strategy is reasonable attention to major roads with minimal funding for local streets. As evidenced by the following two graphs, all roads not including residential locals (ie expressways, arterials, collectors and commercial/industrial locals), needing major, moderate and minor rehabilitation has remained fairly constant in the last 12 years. With the residential locals however, the balance has shifted to a need for more major rehabilitation treatments. The percentage of the residential local network in the major rehabilitation category has increased from 35% to 53% while the percentage of the residential local network in the maintenance category has reduced from 14% to 8%.

Road Rehabilitation Needs





Bridge Infrastructure Renewal

Capital Summary ($000's)	2008	2009	2010	2011	2012
Capital Expenditures					
1. 11th Ave over Wascana Creek	**780**	-	-	-	-
2. Albert Memorial Bridge	**-**	4,000	-	-	-
3. Arcola Avenue/Highway No. 1 Bridge	**-**	-	2,300	-	-
4. Ring Road/Dewdney Avenue Bridge (SB)	**-**	-	-	650	-
5. Assiniboine Avenue/Bypass Bridge	**-**	-	-	-	920
Total Expenditures	**780**	4,000	2,300	650	920
Capital Funding					
Current Contributions to Capital	**780**	-		650	920
Other Federal/Provincial Capital Grants		1,800	50		
Debt	**-**	2,200	2,250	-	-
Total Funding	**780**	4,000	2,300	650	920

In 2008, $780,000 is provided to upgrade the 11th Avenue Bridge over Wascana Creek. Structural deficiencies were identified in 2007. The Assiniboine Avenue/Bypass Bridge was originally scheduled for rehabilitation in 2008. However, further detailed investigation and lifecycle costing determined the repairs could be delayed for three to five years.

The City's transportation network includes 36 bridge or overpass sites, including eight rail overpasses, nine grade separations and bridges, 18 water overpasses and one pedestrian overpass.

The Bridge Renewal program provides for major repairs to bridges to extend their life expectancy by another 20 to 25 years. The average life expectancy of a new bridge is 30 years. With the current level of funding, approximately one bridge site per year can be repaired. Based on current funding levels, after repairs are done, it could be 35 years before that particular bridge site will receive major work again. Since the program started in 1988, work on 20 of the City's 36 bridge sites has been completed.

Each year condition surveys are carried out on the bridges. The results of these surveys are used to identify the required work. Based on the results of the surveys and the funding available, priorities are established. Typical bridge rehabilitation includes repairs to deteriorated sidewalks, deck surfaces, asphalt wearing surfaces, concrete barriers, expansion joints, safety curbs, slope protection and the approaches on both ends of the deck. The Albert Memorial Bridge is scheduled for repair in 2009 and is considerably more expensive to rehabilitate than other bridges. The repair work entails repairing the arch, sidewalk and deck slab; filling the voids beneath the bridge deck; and repairing the architectural components.

Traffic Control and Safety

Capital Summary ($000's)	2008	2009	2010	2011	2012
Capital Expenditures					
1. Traffic Improvements:					
- Traffic Management and Parking	**203**	283	213	333	283
- Pedestrian Protection	**105**	88	81	85	94
- Street Lighting	**70**	70	70	70	70
- Downtown Street Luminaire Replacement	**91**	-	-	-	-
- LED Replacement Program	**195**	195	195	195	195
2. Traffic Signals:					
- New or Enhanced Traffic Signals	**590**	590	590	590	590
- Traffic Signal Rehabilitation	**500**	500	500	500	500
- Expressway Light Rehabilitation	-	215	430	215	430
Total Expenditures	**1,754**	1,941	2,079	1,988	2,162
Capital Funding					
Current Contributions to Capital	**1,386**	1,243	1,783	1,692	1,866
Saskatchewan Power Corporation	**70**	-	-	-	-
Contributions from Developers	**260**	160	220	220	220
Servicing Agreement Fees - Roadways	**38**	38	76	76	76
Other Federal/Provincial Capital Grants	-	500	-	-	-
Total Funding	**1,754**	1,941	2,079	1,988	2,162

There is significant infrastructure in place to provide for the safe and effective use of the transportation system. The infrastructure is intended to address the needs of traffic and pedestrian users of the system.

Traffic Improvements

- **Traffic Management and Parking** – Improvements at intersections include better channelization, signing, lane designation, pavement markings, warning devices, additional turning lanes, improved horizontal and vertical alignments, traffic calming and removal of sightline impediments. Intersections are analyzed for improvements based on accident statistics, traffic counts, public concerns and observations. This program also includes the installation of parking restrictions, loading zones and parking meters. Initiatives include:

  - Small intersection improvements, high visibility pavement markings, shoulder rumble strips on Ring Road, testing of new pavement marking materials and signs throughout the City.

  - Traffic Calming – This initiative implements various solutions to discourage speeding at various locations throughout the City. Possible solutions include speed cushions, curb extensions and pavement markings. Planned projects in 2008 include curb extensions on Dewdney Avenue at Judge Bryant School and at Dewdney Avenue and Robinson Street.

- **Pedestrian Protection** – Improvements include the installation of pedestrian corridors, pedestrian half signals, pedestrian crosswalk signs, no parking signs and the installation of fence adjacent to high-speed roadways. The program also includes public awareness advertising to educate pedestrians and motorists on the proper usage of pedestrian safety devices particularly for school aged pedestrians.

  Operating costs are increased each time a pedestrian control device is installed. Estimated annual operating costs of each device is as follows: pedestrian half signal – $1,200 per year; pedestrian corridor – $940 per year; overhead pedestrian crosswalk – $270 per year; and side mount pedestrian crosswalk – $150 per year; and flashing speed zone sign $1,000 per year.

For 2008, the annual program includes one new pedestrian corridor and rehabilitation at one location, audible signal installation at two new locations and the installation of new pedestrian signs at seven locations. Major projects for 2008 include completion of a special flashing reduced speed school zone at Luther College, installation of a safety fence along the west side of Albert Street south of Southland Mall, and a pedestrian ramp installation at Albert Street and 20th Avenue.

- **Street Lighting** –Streetlights are installed and maintained by SaskPower, with funding provided by the City. The capital program is intended to install new street lights along roadways that do not have lights or to upgrade lighting levels on streets with lights to meet the City's minimum illumination standard. Operating costs to the City are increased each time a new street light is installed. Estimated increased costs to the City per new streetlight are $250 per year. For 2008, major projects include installation of streetlights at various locations where streetlights do not exist.

- **Downtown Street Luminaire Replacement Program -**The luminaries on top of downtown decorative street light poles are being replaced by SaskPower. The new luminaries are brighter, therefore the number of lights required is less. Approximately 150 of the 384 downtown street light poles are being de-energized and luminaries removed. The redundant poles will remain, as they are still required to support parking meters and maintain the present street scape design. This budget item provides funding for capping the redundant poles with a decorative top that will have the capability of supporting banners. In 2008, $91,000 is provided to complete the program, which started in 2007. **Funding includes $70,000 from SaskPower.**

- **LED Replacement Program** – This is a new program to replace all incandescent traffic signal bulbs with an LED equivalent. The initial replacement is planned over a five year period to align with the life cycle of LED bulbs and to ensure that work can be completed in conjunction with other planned work. This program will result in electricity cost savings and will meet anticipated legislative requirements banning the use of incandescent light bulbs by 2012.

Traffic Signals

- **New or Enhanced Traffic Signals** –Typical projects range from installation of a complete set of new traffic signals at an intersection, to minor phasing changes. Signal phasing changes involve modifying signal plans in response to changing traffic patterns. Locations are determined after analysis, consultation with residents, and submission of a report to the Works and Utilities Committee. The installation of new signals or improvements to existing signals reduces the potential for collisions, reduces congestion and delay in the movement of people and goods, and reduces harmful emissions caused by idling vehicles. The funding typically accommodates five new signalized intersections a year with a cost of $100,000/intersection. Remaining funds are used for other work, including the installation of audible pedestrian indications and new left turn indications.

- **Traffic Signal Rehabilitation** – This is an ongoing project that will replace traffic signal poles, ducts and wiring. This equipment has an expected life span of 25 years at which time poles and their components should be replaced. Some rehabilitation work will take place through the traffic signal system upgrade. Program locations are selected based on the condition of the signal and coordination with major roadway improvement projects. Five locations have been identified for rehabilitation work in 2008.

- **Expressway Light Rehabilitation Program** – This is a program to replace the existing expressway lighting infrastructure as due to age the infrastructure is experiencing increased failures and much of the equipment has reached or exceeded its expected life span. Underground wiring, cabinet, cabinet components, and breakaway pole bases will be replaced in this program. This program will rehabilitate the City's current inventory of 775 expressway poles and the 16 associated control cabinets over an expected 12 year time frame.

Other Transportation Projects

Capital Summary ($000's)	2008	2009	2010	2011	2012
Capital Expenditures					
1. Railroad Crossings	**50**	50	50	50	50
2. Ring Road Sign Rehabilitation Program	**30**	30	30	30	30
3. Tourist Signing Phase II	**40**	-	-	400	-
Total Expenditures	**120**	80	80	480	80
Capital Funding					
Current Contributions to Capital	**120**	80	80	272	80
Other External Contributions	**-**	-	-	208	-
Total Funding	**120**	80	80	480	80

- **Railroad Crossings** –There are a total of 59 at-grade railway crossings in the city. Each crossing is provided with a warning device. The standard warning device consists of railway cross arms (signs) with reflectors. Higher volume crossings have additional warning in the form of automatic warning systems (signals). Some at-grade crossings are subject to prohibitions on the blowing of engine whistles (anti-whistling). Train operators are required by law to blow their whistle at all railway-roadway crossing except when anti-whistling agreements are in place.

Warning Device and Whistling Status	Number of Crossings
Signs only - No Anti-Whistling	15
Signs only - With Anti-Whistling	1
Automated Crossing Protection - No Anti-Whistling	29
Automated Crossing Protection - With Anti-Whistling	14
	59

The City identified twenty of the railway crossing locations with automatic crossing protection where anti-whistling agreements would be requested. All locations that are slated for anti-whistling must pass safety inspections that often result in upgrades to the warning devices. Crossing upgrades have been completed at 15 of the designated locations (eight on Canadian Pacific and seven on Canadian National crossings). Anti-whistling has been approved by Transport Canada and implemented at five of the 15 locations. The funding in the budget is to improve safety at locations where anti-whistling is planned.

- **Ring Road Sign Rehabilitation Program** – At the present time, there are 44 large information signs and 13 exit signs along Ring Road from Victoria Avenue to Pasqua Street. These signs are beyond their design life and are deteriorating rapidly. The cost to replace all the information, exit signs and support posts is estimated at $300,000 if done as a single year project. This program replaces six to ten signs per year and is ongoing until all signs have been replaced.

- **Tourist Signing – Phase II** – In 2008, $40,000 is provided to implement the second phase of the Tourist Signing Program. Phase II involves additional entrance signing on the highways that are currently not signed and on Regina Avenue at the airport, as well as more trailblazer signs leading to attractions. Phase I occurred in 2003. In 2011, $400,000 is provided for Phase III which provides two additional gateway signs that welcome visitors to Regina on Highway No. 6 from the north and the south, an array of signs leading visitors to tourist attractions and to motorist services for north Regina, and three variable message signs located at City entrances on the Trans Canada Highway east and west and also along Highway No. 11. These signs can be programmed and provide an opportunity to promote special events. **$208,000 of this project is to be funded by the Province and City's tourist attractions.**

Landfill

Capital Summary ($000's)	2008	2009	2010	2011	2012
Capital Expenditures					
1. Fleet Street Landfill:					
- Land Improvements/Upgrades	**1,095**	-	1,200	-	-
- Landfill Capping and Closure	**700**	4,000	3,300	6,600	6,600
- Landfill Gas Collection Phase II	**-**	-	1,000	-	-
- Industrial Grinder	**350**	-	-	-	-
2. New Landfill:					
- Engineering Design & Construction	**-**	900	6,000	750	-
- Landfill Compost Site Development	**600**	-	-	-	-
Total Expenditures	**2,745**	4,900	11,500	7,350	6,600
Capital Funding					
Landfill Reserve	**-**	2,900	11,500	7,350	6,600
Gas Tax Grants	**2,745**	2,000	-	-	-
Total Funding	**2,745**	4,900	11,500	7,350	6,600

The City's landfill is located in the northeast corner of the city. The landfill has been in operation at the site since 1961. The entire site occupies approximately 124 hectares, with the approved footprint of the landfill disposal mound covering approximately 60 hectares. The current height of the landfill is approximately 45 meters above the surrounding landscape.

In the mid 1980's, a comprehensive Waste Management Study was initiated and completed in 1989. The study addressed the City's future landfill needs. Following a process for public input in April 1991, City Council decided to proceed with plans to develop a new sanitary landfill adjacent to the existing site. The development of a landfill requires review and approval by Saskatchewan Environment. Since 1991, additional reports were prepared. In 1995, The Fleet Street Landfill Optimization Study was completed. This study examined ways to optimize landfill operations to prolong the life of the current site. The current solid waste disposal site had an expected life of approximately four to seven years as of 2005. Current fill progression is approximately on target with the projections. The projected time that the current landfill will be at capacity is between 2010 and 2012 although a new projection will be completed in 2008.

Fleet Street Landfill

- **Landfill Improvements/Upgrades** – In 2008, $1,095,000 is provided for fencing, fire detection, a system for enhanced waste compaction and to extend the site buffer. Also a provision for $1.2 million for a new maintenance shop in 2010.

- **Landfill Capping and Closure** – Costs for the existing landfill on Fleet Street include closure and post closure costs. The projected costs are in the range of $21 million. Funding is for preliminary engineering related to cover design (test cover plots), a closure plan update and pre-design and design engineering and construction of the cover. In 2008, $700,000 is provided and in 2009, $4 million is provided for engineering design, cover material, borrow pit acquisition and development. Starting in 2009, cover placement could begin on portions of the landfill that are at final configuration. The major element of landfill closure is fill progression. Fill progression is the sequencing of garbage placement on the landfill hill so as not to cause problems such as slope instability and also to achieve the most efficient use of air space for garbage disposal.

  The City is conducting further research into the performance of different landfill capping options. The research will form a component study to be used in the overall update of the closure plan. This work has taken approximately three years to complete. The results and recommendations will be reviewed

in 2008. Capping work for the existing landfill is projected to start as early as 2009 and continue over several years thereafter.

- **Landfill Gas Collection Phase II** – Landfill gas is produced from the anaerobic decomposition of organic wastes deposited in landfills. Landfill gas is mainly composed of methane and carbon dioxide with other gases in trace amounts. The gas produced at the landfill must be managed or it will continue to be a source of pollution and may hinder closure activities.

  The University of Regina completed a study regarding emissions from the Fleet Street landfill. A report was submitted in 2001 that details the research. The study concluded the landfill would be expected to generate sufficient landfill gas to support a gas recovery project.

  A consultant was commissioned to conduct a landfill gas feasibility study and determined conditions are favourable for an energy recovery project or other beneficial use type project. The City has currently completed constructing Phase I of the gas collection system. Funding for Phase 2 of the collection system is $1,000,000 in 2010. Operation and maintenance costs are estimated at $95,000 annually. The gas being produced at the Fleet Street Landfill will be managed through collection and flaring until implementation of the beneficial use project with SHEC (Solar Hydrogen Energy Corporation) through an agreement that was reached and signed in 2007.

- **Industrial Grinder** – In 2008, $350,000 is provided to purchase a grinder. A grinder will process select materials (tires, wood wastes, asphalt shingles, bulk items, etc.) that are currently landfilled. Processed material will be reused offsite by a third party or used as cover material with clean dirt. This practice is common with progressive landfill management operations as landfill life is increased and reuses are found to replace primary materials.

New Landfill

The 2008 – 2012 General Capital Program provides funding for the work to obtain regulatory approval for a new landfill development adjacent to the existing site, and initial design costs for the first cell. The total projected cost for a new landfill based on the first stage expansion is in the range of $33 to $38 million over the next 20 years. Construction of a new landfill would involve development of cells with a capacity for five years. The cost of each cell is estimated at $7 million. Once the capacity of each cell is reached, the cell would be closed. The expansion plan provides for upwards of a 40-50 year landfill life.

A new landfill has to be approved by Saskatchewan Environment. The landfill expansion project is required to go through a full Environmental Assessment process. The Environmental Impact Assessment and preliminary design is currently underway by a consultant engaged in late 2007.

An important component of an Environmental Impact Assessment is public participation. The public will be involved early in the project in order to identify the issues that should be addressed in the impact assessment. Documentation of concerns arising out of public consultations is part of the Environmental Impact Assessment.

The application for new expansion of the landfill site will have to include consideration of options for reducing the tonnage of solid waste that is disposed of at the landfill in future years.

Potential environmental impacts, both biophysical and socio-economic effects, will be identified and assessed. The assessment of such impacts can be completed with existing information for some of the impacts and a design developed to fully protect the environment and aquifer system at the site. Other impacts require more detailed studies in order to assess the environmental impact. The issues that have been identified to date include:

- Loss of natural vegetation
- Loss of rare/endangered flora or fauna or habitats
- Disturbance to wildlife species and habitats

- Effects of soil erosion
- Potential disturbance to surface water drainage patterns
- Surface water contamination/monitoring
- Groundwater contamination/monitoring
- Air quality/odours
- Disturbance to heritage resources
- Aesthetics
- Greenhouse gas emissions management
- Opportunities for minimizing landfill disposal

- **Engineering Design and Construction** – Conceptual/preliminary design work for a new landfill will be necessary during the Environmental Impact Assessment process for preparation of the Environmental Impact Statement. Detailed design will not be required until the project is approved. $900,000 is allocated in 2009 for engineering design and $6,000,000 in 2010 and $750,000 in 2011 for the first phase of new landfill cell development and necessary changes at the landfill scale. The projected capital costs will be updated during the preliminary design stage.

- **Landfill Compost Site Development** – In 2008, $600,000 is provided for site development requirements to move the current large scale composting operation to City lands west of Fleet Street. The current composting operations is located on the first stage of new landfill expansion lands and therefore, must be relocated.

Waste Collection

Capital Summary ($000's)	2008	2009	2010	2011	2012
Capital Expenditures					
1. Rear Lane Waste Containers	-	450	-	-	-
2. Automated Front Street Service	-	900	-	-	-
	-	1,350	-	-	-
Capital Funding					
Current Contributions to Capital	-	1,350	-	-	-

- **Rear Lane Waste Containers** – In 2009, $450,000 is provided for upgrading the containers used in commercial and residential rear lane collection. There are 6,800 containers serving 28,500 homes with automated rear lane service. The containers are more than 18 years old and must be repaired or placed. The average cost to replace each container (including all program costs) is $800 per unit.

- **Automated Front Street Service** – This is a multi-year program initiated in 2006. 2007 funding is for the purchase of containers for the new residential automated front street collection process. The average cost is $70 per unit. The program will be completed in 2009.

Other Capital Projects

Capital Summary ($000's)	2008	2009	2010	2011	2012
Capital Expenditures					
1. Asphalt Production & Field Services					
- Replace the scale decks	**180**	-	-	-	-
- Granular Material - Dust Control	**-**	50	-	-	-
- Granular Material - Salt Management	**-**	100	-	-	-
- Component upgrade	**-**	150	150	150	150
- Asphalt pavement analyzer	**-**	-	200	-	-
2. Buildings and Yards					
- General allocation	**133**	125	441	211	65
3. Engineered Snow Dump Site	**-**	-	-	500	4,500
Total Expenditures	**313**	425	791	861	4,715
Capital Funding					
Current Contributions to Capital	**133**	275	441	711	4,565
Asphalt Plant Reserve	**180**	150	350	150	150
Total Funding	**313**	425	791	861	4,715

Asphalt Production and Field Services

The asphalt plant produces asphalt to meet the City's needs for pothole patching, asphalt recapping, and the construction and reconstruction of roads. The charge for asphalt includes funding for the capital requirements and maintenance costs of the asphalt plant. The reserve is funded through a $5.00 per tonne charge on the asphalt produced. The charge includes $2.50 per tonne for funding of capital requirements and $2.50 per tonne for maintenance costs. All asphalt production capital projects are funded from the Asphalt Plant Reserve. Capital projects include:

- **Replace Truck Scale Decks for $180,000 in 2008** – The decks are subject to rust as a result of the salty environment and should be replaced to ensure proper safety. In 2007, fatigue damage occurred on the outbound scale. It is recommended that both the inbound and outbound decks be replaced in 2008.

- **Granular Material - Dust Control for $50,000 in 2009** – This project may include paving internal roads, installation of screen type high walls in some sections of the yard perimeter, and installation of hydrants/sprinklers. This project is to fully comply with *The Clean Air Act*.

- **Granular Material Salt Management for $100,000 in 2009** – This project may include paving an area where salt mixtures are stockpiled, capturing runoffs to remove salt prior to the water entering the sewer system and constructing a building for storing sand/salt. This project must comply with new Federal Environmental regulations.

- **Component Upgrade for $150,000 for each year from 2009 to 2012** – This is a general allocation for upgrading major components of the Asphalt Plant such as pugmill, screen deck, conveyors and dryer weight scales. The components selected for replacement or upgrade will be based on a cost/benefit analysis.

- **Purchase of an Asphalt Pavement Analyzer for $200,000** – in 2010 for testing asphalt mixes prior to application. This equipment provides better correlation of tests with future performance of the pavement in terms of rutting and fatigue resistance, as compared with the currently used test methods.

Buildings and Yards

The Public Works Division's main operations area is between Albert Street and Smith Street from 4th Avenue to 6th Avenue. This does not include funding for Building C but includes funds for Buildings A, B, D, F & G. The site includes:

- Administration Building that includes administrative offices and the dispatch office
- Water Distribution Workshop Building
- Traffic Building
- Roadways Building
- Sewage Collection Building
- Equipment Storage Buildings

In 2005 a study was undertaken to identify the maintenance requirements of the Public Works Yard buildings for the period from 2006 to 2016. The general allocation is based on the historical annual allocation, and falls short of the required funding based on the requirements identified in the study.

Engineered Snow Dump Sites

In 2011, $500,000 is provided for engineering, site preparation and grading. In 2012, $4,500,000 is required for construction including a lined snow melt storage pond and a paved disposal pad.

Community & Protective Services Division

Capital Program Summary

	2008	2009	2010	2011	2012	Five Year Total
Capital Expenditures ($000's)						
Recreation Facilities						
Sportplex	**247**	512	715	163	490	2,127
North West Leisure Centre	**135**	25	100	300	35	595
Sandra Schmirler Leisure Centre	**-**	10	-	75	15	100
Neil Balkwill Civic Arts Centre	**-**	35	-	145	-	180
Arenas	**-**	160	450	400	1,125	2,135
Community Facilities & Outdoor Pools	**185**	220	245	170	150	970
Outdoor Athletic Surfaces and Facilities	**272**	1,060	1,225	1,150	2,070	5,777
Open Space	**2,470**	2,230	2,645	3,503	3,030	13,878
Streetscape	**384**	505	300	614	1,337	3,140
Cemeteries	**111**	26	26	58	24	245
Golf Courses	**230**	220	415	580	240	1,685
Fire	**2,140**	2,290	745	1,735	1,310	8,220
Transit	**3,745**	4,665	2,890	1,250	3,160	15,710
Other Capital Projects	**20,854**	935	700	330	15	22,834
Total Expenditures	**30,773**	12,893	10,456	10,473	13,001	77,596
Capital Funding ($000's)						
Dedicated Lands Reserve	**25**	-	-	-	-	25
Current Contributions to Capital	**5,207**	8,362	6,567	6,974	9,918	37,028
General Fund Reserve	**650**	-	-	-	-	650
Servicing Agreement Fees - Parks & Recreation	**775**	600	918	1,696	994	4,983
Cemetery Reserve	**111**	26	26	58	24	245
Golf Course Reserve	**230**	220	415	580	240	1,685
Other Federal/Provincial Capital Grants	**-**	1,260	-	30	-	1,290
Provincial Paratransit Grant	**55**	55	55	300	300	765
Federal Transit Grant	**3,690**	1,605	2,460	820	1,500	10,075
Debt	**20,000**	750	-	-	-	20,750
Other External Contributions	**30**	15	15	15	25	100
Total Funding	**30,773**	12,893	10,456	10,473	13,001	77,596

Recreation Facilities

Sportplex

Capital Summary ($000's)	2008	2009	2010	2011	2012
Capital Expenditures					
1. Fieldhouse:					
- Facilities General Allocation	-	-	420	100	30
2. Lawson Aquatic Centre:					
- Facilities General Allocation	**247**	512	295	63	460
Total Expenditures	**247**	512	715	163	490
Capital Funding					
Current Contributions to Capital	**247**	501	602	163	490
Servicing Agreement Fees - Parks & Recreation	-	11	113	-	-
Total Capital Funding	**247**	512	715	163	490

The Sportplex is comprised of the Lawson Aquatic Centre, a legacy of the 1975 Western Canada Summer Games and the Regina Fieldhouse, a legacy of the 1987 Western Canada Summer Games.

The Facilities General Allocation is required to sustain City assets such that City programs can continue to effectively operate at the complex. The work includes all physical plant maintenance and some renovations but does not include major enhancements or additions to the facility.

The Lawson Aquatic Centre is utilized extensively for recreational swimming and lessons as well as competitive swimming, diving, water polo and synchronized swimming. It was one of the venues for the 2005 Canada Games. The Lawson Aquatic Centre's amenities include:

- 65 metre pool with eight lanes ranging in depth from 3' to 16'
- Whirl pool
- Men's and women's dry saunas
- One and three metre diving boards
- 5, 7½ and 10 metre diving towers
- Classroom
- Tot pool
- Strength and conditioning area
- Outdoor sun area
- Special needs/family change room

The Fieldhouse is utilized extensively for recreational fitness and general recreation as well as training of high performance sport groups, including tennis, track and field and team handball. The Fieldhouse amenities include:

- 200 metre oval track with six lanes
- Five badminton courts
- Two classrooms
- Tracks Café
- Four tennis courts
- Strength and condition area including, wheelchair accessible weight equipment
- Spin bike area
- Treadwall
- Sportco Pro Shop

North West Leisure Centre

Capital Summary ($000's)	2008	2009	2010	2011	2012
Capital Expenditures					
1. North West Leisure Centre:					
- Facilities General Allocation	135	25	100	300	35
Total Expenditures	**135**	25	100	300	35
Capital Funding					
Current Contributions to Capital	**135**	25	100	300	35

The North West Leisure Centre opened in 1982 as the City of Regina's first indoor pool with leisure and family oriented theme. The centre's amenities include:

- Leisure pool ranging in depth from 8" to 5'
- Co-ed dry sauna
- Multi-purpose hall
- Outdoor sun area
- Meeting rooms
- Pool slide and sunflower water structure
- Whirl pool
- Snack bar.
- Doug Wickenheiser Arena
- Strength and conditioning area
- Special needs/family change room

The Facilities General Allocation is required to sustain City assets such that City programs can continue to effectively operate at the complex. The work includes all physical plant maintenance and some renovations but does not include major enhancements or additions to the facility.

Sandra Schmirler Leisure Centre

Capital Summary ($000's)	2008	2009	2010	2011	2012
Capital Expenditures					
1. Sandra Schmirler Leisure Centre:					
- Facilities General Allocation	-	10	-	75	15
Total Expenditures	**-**	10	-	75	15
Capital Funding					
Current Contributions to Capital	**-**	10	-	75	15

The Sandra Schmirler Leisure Centre opened in 1990 with an indoor leisure and family oriented pool and is in the same building as a Public Library. The centre's amenities include:

- Leisure pool ranging in depth from 18" to 10', with a one metre diving board, pool slides and an umbrella tree
- Whirl pool and tot pool with spray bar
- Activity room
- Strength and conditioning area
- Outdoor sun area
- Co-ed dry sauna
- Special needs/family change rooms

The Facilities General Allocation is required to sustain City assets such that City programs can continue to effectively operate at the complex. The work includes all physical plant maintenance and some renovations but does not include major enhancements or additions to the facility.

Neil Balkwill Civic Arts Centre

Capital Summary ($000's)	2008	2009	2010	2011	2012
Capital Expenditures					
1. Neil Balkwill Arts Centre: (Major Rec Facility)					
- Facilities General Allocation	-	35	-	145	-
Total Expenditures	-	35	-	145	-
Capital Funding					
Current Contributions to Capital	-	35	-	145	-

The Centre was opened in 1982 and provides specialized studios, classrooms and meeting rooms. The Centre also houses the Art Gallery of Regina.

The Facilities General Allocation is required to keep the Neil Balkwill Arts Centre physical plant in a reasonable state of repair such that City programs can continue to effectively operate at the complex. The work includes all physical plant maintenance and some renovations but does not include major enhancements or additions to the facility.

Arenas

Capital Summary ($000's)	2008	2009	2010	2011	2012
Capital Expenditures					
1. Arenas:					
- Facilities General Allocation	-	160	450	400	1,125
Total Expenditures	-	160	450	400	1,125
Capital Funding					
Current Contributions to Capital	-	160	450	400	1,125

The City has eight indoor arenas. The arenas accommodate public recreational skating, figure skating, ringette, short track speed skating, minor hockey and adult hockey. The arenas are:

- Al Ritchie – opened in 1967
- Murray Balfour – opened in 1975
- Clarence Mahon – opened in 1975
- Jack W. Staples – opened in 1971
- Jack Hamilton – opened in 1974
- Kinsmen – opened in 1970
- Optimist – opened in 1970
- Doug Wickenheiser (attached to the North West Leisure Centre) – opened in 1988

Facility condition audits have been completed. The facility audits determined that the total replacement cost for the eight indoor arenas is approximately $31.5 million. The facility audits identified total deferred maintenance for the indoor arenas of approximately $3.0 million, not including parking lot repairs. The Community Services Department is initiating a Recreation Facility Strategy in 2008. It is expected that this Strategy will provide a framework for determining future capital priorities.

Community Facilities and Outdoor Pools

Capital Summary ($000's)	2008	2009	2010	2011	2012
Capital Expenditures					
1. Neighbourhood and Community Centres:					
- Facilities General Allocation	**185**	60	195	40	10
2. Outdoor Pools					
- Facilities General Allocation	-	100	50	100	140
3. Senior Citizens Centres:					
- Facilities General Allocation	-	60	-	30	-
Total Expenditures	**185**	220	245	170	150
Capital Funding					
Current Contributions to Capital	**185**	160	245	140	150
Other Federal/Provincial Capital Grants	-	60	-	30	-
Total Funding	**185**	220	245	170	150

Neighbourhood and Community Recreation Centres – The City of Regina owns 11 neighbourhood and community centres. Five of the centres are managed and operated by volunteer operating committees. The remaining six centres are managed and operated by the City. The Facilities General Allocation is required to sustain City assets such that City and community programs can continue to effectively operate at the facilities. The work includes all physical plant maintenance and some renovations but does not include major enhancements or additions to the facility.

Centre Name	Year Opened
Albert Scott Community Centre	1983
Arcola East Community Centre	2000
Argyle Park Community Centre	1984
Cathedral Neighbourhood Centre	1984
Core Ritchie Neighbourhood Centre	1986
Eastview Community Centre	1995
Glencairn Neighbourhood Centre	1978
North East Community Centre	1955
Pasqua Neighbourhood Centre	1980 (prior to 1980, the building was used as a school)
South Leisure Centre	1986
Uplands Community Centre	1988

Outdoor Pools – The City has five outdoor pools. Three of the pools were constructed in 1947 (Maple Leaf, Dewdney and Wascana), one in 1963 (Regent) and one in 1964 (Massey). In addition, the City has fourteen spray pads. The following chart provides additional information on the pools.

Details	Maple Leaf and Dewdney	Wascana	Massey and Regent
Size	49' x 75'	142' x 75'	120' x 75'
Depth	3' to 10'	2.5' to 10'	1' to 9'
One-Metre Board	Yes	Yes	Yes
Two-Metre Board	Yes	Yes	No
Slide	No	Yes	Yes

Facility condition audits have been completed. The total replacement cost for the five outdoor pools is approximately $6.2 million. The facility audits identified total deferred maintenance of approximately $2.8 million for the five pools, not including parking lot repairs. The Community Services Department is initiating a Recreation Facility Strategy in 2008. It is expected that this Strategy will provide a framework

for determining future capital priorities. Minimum funding has been allocated to the outdoor pools pending the outcome of the major program and facility strategy.

Senior Citizens Centres – The City has two senior citizens centres, the Regina Senior Citizens' Centre on Winnipeg Street and the Elphinstone Senior Citizens' Centre in Les Sherman Park. These centres are managed by volunteer boards of directors and operated by paid staff.

The Facilities General Allocation is required to sustain City assets such that programs can continue to effectively operate at the facilities. The work includes all physical plant maintenance and some renovations but does not include major enhancements or additions to the facility.

Outdoor Athletic Surfaces and Facilities

Capital Summary ($000's)	2008	2009	2010	2011	2012
Capital Expenditures					
1. Athletic Fields:					
- Athletic field partnerships	**100**	350	310	-	-
- Athletic field restoration	**90**	90	110	130	130
- Athletic field amenities	**60**	35	50	45	75
- Mount Pleasant Tarps with Storage Reels	**12**	-	-	-	-
- Mount Pleasant Fence, Signate	**-**	-	40	20	-
- Mount Pleasant Entrance Road Upgrade	**-**	-	-	65	-
- Douglas Park facility upgrade	**-**	335	-	-	-
- Douglas Park storage facility	**-**	-	355	-	-
- Facilities General Allocation	**-**	-	-	-	-
- Lawn Bowling	**-**	-	-	10	-
2. Mosiac Stadium:					
- Facility Audit	**-**	-	200	200	200
- Turf Replacement	**-**	-	-	-	-
- Facilities General Allocation	**-**	140	100	580	665
3. Outdoor Rinks & Tennis Courts					
- Refurbish outdoor rinks	**10**	10	10	50	-
- Facilities General Allocation	**-**	100	50	50	-
4. New Skateboard	**-**	-	-	-	1,000
Total Expenditures	**272**	1,060	1,225	1,150	2,070
Capital Funding					
Current Contributions to Capital	**272**	1,060	1,225	1,150	1,320
Servicing Agreement Fees - Parks & Recreation	**-**	-	-	-	750
Total Funding	**272**	1,060	1,225	1,150	2,070

Athletic Fields – The Athletic Field Study, completed in 1996, organized athletic fields into formal groupings called classes on the basis of use, features and location. The Athletic Field Study provides principles, guidelines, standards and policies to guide development and management of Regina's athletic surfaces. To facilitate the athletic field development and upgrading process, the system includes criteria for prioritizing capital projects. Restoration of athletic fields (ie. football, soccer, baseball) is usually in response to playing surface deterioration due to heavy use. Restoration of amenities (ie. bleachers, scoreboards, goalposts) is usually a life cycle activity.

The total number of athletic fields and ball diamonds is 273 sites.

Inventory of Ball Diamonds and Athletic Fields

Class	1	2A	2B	3A	3B	4	Total
Baseball	2	1	0	48	0	0	51
Softball/Slo-Pitch	1	1	0	104	0	22	128
Athletic Fields	1	18	23	10	12	30	94
							273

The Athletic Field Study also identifies those facilities that could be enhanced through partnerships with not-for-profit community groups. Partnership projects can be initiated either by the City or by an interested community group.

Capital expenditures for athletic fields involve the restoration, upgrading, conversion, and/or development of athletic field amenities. Restoration restores deteriorated field facilities and support equipment to the original condition; upgrading improves an existing field facility; conversion changes the intended use of a facility; and development creates new field facilities.

- **Douglas Park** – This park includes the Canada Games Athletic Complex featuring a newly resurfaced synthetic track; four fastball diamonds (Class 2A); two athletic fields (Class 2A); a bantam baseball diamond (Class 3A); a cricket pitch; winterized change and washroom facilities and five tennis courts. The facility upgrade planned for 2009 will include upgrades and renovations to existing washrooms. In 2010, there are plans to design and construct a storage facility for Douglas Park user groups.

- **Facility General Allocation** – This is required to sustain athletic fields such that City programs can continue to effectively operate at the facilities. The work includes all physical maintenance and some renovations but does not include major enhancements or additions to the fields.

- **Leslie Lawn Bowling Greens** – This facility, located at Victoria Avenue and Queen Street, features four full size lawn bowling greens. The facility is the home of the Regina Lawn Bowling Club. $10,000 in 2011 has been identified to relevel the playing surface.

Mosaic Stadium – This Class 1 field is the home of the Saskatchewan Roughriders and is also home to the University of Regina Rams, Prairie Thunder, high school football, adult league football and minor league soccer. Mosaic Stadium includes the Saskatchewan Roughriders offices, parking lots, the artificial field and an adjacent fine turf practice field. Capital requirements for Mosaic Stadium will be reviewed further in 2008.

The Facilities General Allocation is required to sustain Mosaic Stadium such that programs can continue to effectively operate at the facility. The work includes all physical plant maintenance and some renovations but does not include major enhancements or additions to the facility.

Outdoor Rinks and Tennis Courts – There are 68 outdoor ice surfaces at 48 locations throughout the City. The ice surfaces include 23 boarded surfaces, 42 pleasure skating surfaces, 2 pleasure skating lake sites and the speed skating oval at Mount Pleasant Sport Park. The speed skating oval is a 400 metre, lighted track. Capital funding for outdoor rinks is used to refurbish rink facilities, such as boards and warm-up/change buildings, upgrade lighting and water services and make energy efficiency improvements.

There are 57 tennis courts located at 25 sites throughout the City. Douglas Park and A. E. Wilson Park have five and four courts, respectively. Three sites have three courts and all other sites have two courts. Capital funding is to re-surface outdoor tennis courts to the standards established by Tennis Saskatchewan.

The Facilities General Allocation is required to sustain City assets such that City programs can continue to effectively operate at the facilities. The work includes all physical plant maintenance and some renovations but does not include major enhancements or additions to the facilities.

Open Space

Capital Summary ($000's)	2008	2009	2010	2011	2012
Capital Expenditures					
1. **Multi-Use Pathway System**	**600**	480	-	-	325
2. **Wascana Centre Pathways**	**125**	-	400	275	-
3. **Open Space Development & Restoration:**					
- Open space restoration	**345**	375	370	370	380
- Neighbourhood park upgrades	**600**	600	600	600	600
- CPTED improvements	**25**	-	25	-	25
- Stewart Russell	-	-	-	-	-
- Pedestrian Bridge Repairs	-	10	-	10	-
- Kiwanis Waterfall Park	-	-	160	110	-
- AE Wilson Park	**25**	80	195	195	600
- Kinsmen Park South	-	-	-	-	400
- Water Features Restoration	**25**	-	-	-	-
- Off-leash dog park	**25**	-	-	-	-
- South Leisure Centre - greening of court yard	-	-	-	10	-
- Rawlinson Crescent Park	-	-	220	1,248	-
- Westhill Park - fence repairs	-	10	-	10	-
4. **Wascana Creek Riverside Reach Rehabilitation**	**195**	-	-	-	-
5. **Outdoor Play Amenities**	**125**	275	275	275	300
6. **Irrigation System Improvements**	**380**	400	400	400	400
Total Expenditures	**2,470**	2,230	2,645	3,503	3,030
Capital Funding					
Current Contributions to Capital	**2,024**	1,950	2,125	2,049	3,020
Dedicated Lands Reserve	**25**	-	-	-	-
Other External Contributions	**15**	-	-	-	10
Servicing Agreement Fees - Parks & Recreation	**406**	280	520	1,454	-
Total Funding	**2,470**	2,230	2,645	3,503	3,030

- **Multi-Use Pathway System Management** – Since 1999, the City of Regina has expanded its multi-use pathway system by planning and constructing over nine kilometres of main and subsidiary asphalt pathways. Within the 2008 to 2012 capital program, the City is continuing to expand and integrate its multi-use pathway network by funding two major initiatives. In the south west, a 3.8 kilometre trail will link the Devonian pathway in Les Sherman Park southeast along the South Storm Channel to the corner of 29th Avenue and Rae Street. The second initiative is the construction of 1.8 kilometre trail along the Northwest Link Multi-use pathway that will connect the Devonian pathway in A.E. Wilson Park to the North Storm Channel Multi-use pathway along the City's western edge.

- **Wascana Centre Pathways** – In 2007, the City of Regina partnered with Wascana Centre Authority and Saskatchewan Property Management to design and develop pathways east of Broad Street to the skateplaza located in Wascana Centre. The pathways provide a hard surface route for pedestrians to access the skateplaza.

- **Open Space Restoration, Upgrading and Development** – The City manages diverse open spaces with various levels of development and use. The open spaces range from high quality, high use parcels such as Kiwanis Park and Victoria Park to minimally developed open spaces such as utility parcels, pipeline rights-of-way and storm channel fringes.

- **Open space restoration** – This involves capital investment that returns a deteriorated open space amenity to its original condition. Restoration activities include major turf repair, furniture/fixture replacements, pathway asphalt aggregate surface repairs, renovation and replanting of trees and shrub beds and drainage improvements.

- **Neighbourhood park upgrades** – The draft 2007 Open Space Management Strategy reports that 21.12 hectares of neighbourhood open space is deficient in quality and recommends the upgrading of seven neighbourhood parks through the capital program. In 2007, Al Pickard Park upgrading was started and will be completed in 2008. In addition, community consultation will occur to assist in identifying a priority list of neighbourhood parks for upgrading in 2008, 2009, 2010 and 2011. In 2008, this project will focus on neighbourhood parks in the northeast community.

- **CPTED improvements** – This involves improvements resulting from Crime Prevention Through Environmental Design (CPTED) evaluations. CPTED evaluations are conducted when residents raise concerns from safety and/or program perspectives. The capital program provides for the modification and renovation of existing facilities to assure compliance with current code and safety requirements and to accommodate new and expanded program offerings or enhanced service levels. Lighting of open spaces may be one of the solutions to enhancing user safety and security, discouraging undesirable activity and providing for maximum usage of recreation opportunities. The Open Space Lighting Policy and Procedures serves as a guide to determine when and where lighting is required in the development or upgrading of open space.

- **Stewart Russell** – This is a cooperative project between Community Services and Engineering and Works. Engineering and Works has identified this park for the development of a storm water detention site. This funding will enhance the overall project funding to ensure all program needs can be met.

- **Pedestrian Bridge repairs and upgrades** – This includes repairs to decking and rails, painting and in some cases, replacing asphalt and concrete. There are 30 pedestrian footbridges in the city.

- **Kiwanis Waterfall Park** – In 2002, a master plan was developed for this park. $125,000 in 2009 will be used to implement Phase I of the master plan including parking, pathway construction and vegetation management. $100,000 in 2010 is allocated to Phase II of the master plan, specifically, a retaining wall and bridge.

- **AE Wilson Park** – In 2004, a master plan was developed for the park. Implementation will begin in 2008 and continue in 2009, 2010 and 2011. An interpretive station and access road will be built in 2008 and 2009 respectively. The west central area of the park will be developed in 2010 and 2011.

- **Kinsmen Park South** – In 1999, a master plan was developed for the park. Implementation will begin in 2009 and continue in 2010 and 2011. This three year funding will be allocated to enhancements in Phase I of the master plan such as upgrading pathways, the park entrance and landscape development.

- **Off-leash dog park** – Currently, the City has one off-leash dog park. This park was a community driven and funded project that was built on City of Regina property. The park has been operating for one year and is heavily used during peak seasons providing an off-leash area over 300 dogs per day. $25,000 in 2008 will be used to work in partnership with the community to build a second park in the southeast part of the City.

- **South Leisure Centre greening of court yard** – $10,000 will be used in 2011 to design and redevelop the Court yard space at the South Leisure Centre.

- **Rawlinson Crescent Park** – This is a 4.12 hectare undeveloped open space. In 2011, it will be developed as a neighbourhood park at a cost of $1,100,000. This project is 100% funded by Parks and Recreation Servicing Agreement Fees.

- **Westhill Park fence repairs** – $10,000 in 2007, 2009 and 2011 is for ongoing repairs to the Westhill Park fence.

- **Wascana Creek Riverside Reach Rehabilitation** – In 2002, a master plan was developed. $150,000 in 2008 is for the implementation of Phase IV of the master plan including, site furnishings, signage, tree and shrub plantings.

- **Outdoor Play Amenities** – This provides for the removal of existing play apparatus and installation of new equipment to adhere to the Canadian Standards Association Guidelines for Children's Playspaces; an annual commitment to upgrade retaining borders and/or resilient surfaces under the equipment, establishing fully accessible play structures at key geographic locations within the city and installing new or emerging outdoor play amenities within neighbourhoods to meet needs and trends.

- **Irrigation System Improvements** – There are approximately 912 acres of irrigated open space located throughout the city. The inventory of irrigation systems managed consists of 1,191 water services, 33 pump stations, 28,000 sprinklers, 5,500 valves, 1,000 km of pipe and 850 km of wiring. Projects typically involve lifecycle replacement of coupler valves, sprinklers, automated valves, valve boxes, water lines, water service boxes, pump stations, computer system software and hardware, and the decommissioning and abandonment of water service boxes.

Streetscape

Capital Summary ($000's)	2008	2009	2010	2011	2012
Capital Expenditures					
1. Streetscape Development:					
- Tree planting at city gateways, major arterials, intersections and underpasses	**198**	220	195	149	152
- Prince of Wales streetscaping	**81**	-	-	-	-
- Plant Material Establishment Funding	**105**	105	105	105	105
- Broad Street - Victoria Avenue - Centre Median	-	180	-	-	-
- Scarth Street Revitalization	-	-	-	360	1,025
- Montreal Street Greenway	-	-	-	-	55
Total Expenditures	**384**	505	300	614	1,337
Capital Funding					
Current Contributions to Capital	**15**	196	15	373	1,093
Servicing Agreement Fees - Parks & Recreation	**369**	309	285	241	244
Total Funding	**384**	505	300	614	1,337

The Regina Urban Forest Management Strategy is the primary planning tool for determining the allocation of resources to tree planting and streetscape projects.

- **Streetscape Development**

  - **Tree planting at city gateways, major arterials, intersections and underpasses** - Streetscape capital projects provide for the design and installation of landscaping along major roadways such as the entrances to the city and ceremonial routes. Landscape development plans for these

projects typically include trees, shrubs, grass, flowerbeds, hard-surface landscaping, irrigation, furnishings and other amenities.

- **Prince of Wales streetscaping** – In 2008, $70,000 will be used for streetscape development including tree and shrub planting along the west side of Prince of Wales Drive between Dewdney Avenue and 7th Avenue.

- **Plant Material Establishment Funding** – This includes the costs of additional watering to ensure newly planted materials survive.

- **Broad Street – Victoria Avenue – Centre Median** – Create new landscape centre islands – This project includes shortening some of the turning bays along Broad Street to create landscaped island and provide tree coverage to the street as part of the Core Neighbourhood Review Action Plan.

- **Scarth Street Revitalization** – Pedestrian enhancements of Scarth Street – This project includes removing one driving lane, widening the sidewalks, adding pedestrian bump-outs at the intersections, gateway entrances into the neighbourhood, feature artwork, pedestrian level lighting, new trees, benches and other site furnishings, and some land acquisition.

- **Montreal Street Greenway** – Provide enhanced pedestrian corridor – This project is intended to provide a Greenway (enhanced pedestrian corridor) along Montreal Street. Since design is very conceptual, being part of the Core Neighbourhood Action Plan, specific project details are not easily defined until further design work can be done.

Cemeteries

Capital Summary ($000's)	2008	2009	2010	2011	2012
Capital Expenditures					
1. Cemetery Improvements and Repairs:					
- Regina Cemetery - fence repair & repainting	**5**	-	-	-	-
- Regina Cemetery - maintenance building roof	**-**	-	-	30	-
- Riverside Cemetery - Admin. building floor	**20**	-	-	-	-
- Repair asphalt at the two cemeteries	**10**	10	10	12	12
- Monument Foundations	**10**	10	10	10	12
- New Trees and Shrubs - Regina & Riverside	**6**	6	6	6	-
- Columbariums at Riverside Cemetery	**60**	-	-	-	-
Total Expenditures	**111**	26	26	58	24
Capital Funding					
Cemetery Reserve	**111**	26	26	58	24

The City owns and operates two cemeteries. The City has operated the Regina Cemetery since its opening in 1883. A second cemetery, Riverside Memorial Park Cemetery, was opened in 1953. The cemeteries provide a complete range of interment options, including in-ground interments for traditional and cremated remains and columbaria niches for cremated remains. In 1995, a crematorium was constructed at the Regina Cemetery.

The municipal cemeteries operate on a cost recovery basis. Fees and charges are established to offset annual operating costs, as well as the capital needs of the cemeteries. The Cemetery Management Strategy, approved by City Council in 1996, and the 2004 – 2006 Cemetery Financial Plan serves as the primary planning tools in managing the cemeteries operation. The Cemetery Management Strategy, now

being ten years old, will be updated in 2007. The condition of the Cemeteries Program and current developments in the industry will be reviewed and a revised strategy prepared.

Golf Courses

Capital Summary ($000's)	2008	2009	2010	2011	2012
Capital Expenditures					
1. General Golf Course Projects:					
- Cart path upgrade	**10**	10	-	20	-
- Bunker improvement	**10**	10	-	-	-
- Buildings	**40**	40	50	50	50
- New equipment	**10**	5	5	40	-
- Kings Park - resurface internal road	**10**	10	10	15	-
- Kings Park - security	-	-	10	-	-
- Removal, replacement and planting of new trees	**10**	-	20	20	10
- Green covers	**10**	10	20	20	-
- Potable water system upgrade	**10**	-	-	-	-
- Defibulators	**20**	-	-	-	-
2. Murray Golf Course:					
- Turf and drainage improvements	-	5	15	10	-
- Murray water erosion	**20**	30	-	30	30
- Murray green restoration	**30**	40	40	-	30
- Course renovations and improvements	**10**	10	15	15	10
- Replace and restore irrigation system	-	-	90	100	-
3. Tor Hill Golf Course:					
- Course renovations and improvements	**10**	10	15	20	10
- Well development - install a hardware communication link to the pump station	-	-	10	-	-
- Irrigation water supply equipment	**10**	-	35	50	50
4. Joanne Goulet Golf Course:					
- Replace and restore irrigation system	-	20	-	50	30
- Shoreline stabilization	**10**	-	-	100	-
- Course renovations and improvements	**10**	10	-	20	10
- Compound and security improvements	-	-	70	-	-
5. Lakeview Par 3 Golf Course:					
- Course renovations and improvements	-	10	10	20	10
Total Expenditures	**230**	220	415	580	240
Capital Funding					
Golf Course Reserve	**230**	220	415	580	240

The City of Regina owns six golf courses. Five of the courses are maintained by the City. The Craig Golf Course is operated by a private company under agreement with the City. Western Golf Management Ltd. provides the clubhouse and pro-shop services for four of the Municipal golf courses. In December 1999, City Council approved the Golf Course Management and Financial Plan for the municipal golf courses (excluding the Craig and Regent). The plan established the capital development strategy for golf courses in the context of course revenues. This capital program reflects the capital development strategy adopted by City Council. A new three year fee strategy, 2007 – 2009, was approved by City Council in December, 2006.

- **Murray Golf Course** – The Murray Golf Course is a mature, fully developed championship golf course located in King's Park northeast of the city. The course layout plays at 6,762 yards and features large

greens. The course also includes a driving range, practice chipping green and practice putting green area. The course has a full service clubhouse and pro-shop.

- **Tor Hill Golf Course** – The Tor Hill Golf Course is a mature, fully developed championship golf course located in King's Park northeast of the city. The course layout is 9,337 yards for the 27 holes. The course also includes a driving range, a practice chipping green and a practice putting green. The course has a full service clubhouse and pro-shop. An additional nine holes were developed at Tor Hill and opened for play in April 2003. The addition of the nine holes provides golfers with three different 18 hole opportunities.

- **Joanne Goulet Golf Course** – The Joanne Goulet Golf Course is an 18-hole executive length course located in the northwest portion of the city. The course layout follows the Wascana Creek, and plays at 4,944 yards. The course includes a driving range, practice chipping green and a practice putting green area and is complemented by a full service clubhouse and pro-shop. The first nine holes were constructed in 1988 with the nine additional holes completed in 1995.

- **Lakeview Par 3 Golf Course** – The Lakeview course is an 18-hole, par three course located on Kings Road in southwest Regina. The course was constructed in the early 1960s. The course has a small concession, pro-shop, and a putting and chipping area.

Other Capital Projects

Capital Summary ($000's)	2008	2009	2010	2011	2012
Capital Expenditures					
1. IPSCO Place Revitalization	**20,000**	-	-	-	-
2. Urban Development Agreement	**500**	500	500	-	-
3. Program Equipment and Furnishings	**175**	175	175	175	-
4. Globe Theatre Renovations	**100**	-	-	-	-
5. University of Regina Artificial Grass Field	**50**	50	-	-	-
6. Fleet Acquisitions	**29**	55	-	-	-
7. Open Space Management - Operational Facilities	**-**	155	25	155	15
Total Expenditures	**20,854**	935	700	330	15
Capital Funding					
Current Contributions to Capital	**189**	920	685	315	-
General Fund Reserve	**650**	-	-	-	-
Debt	**20,000**	-	-	-	-
Other External Contributions	**15**	15	15	15	15
Total Funding	**20,854**	935	700	330	15

Other capital projects include:

- **IPSCO Place Revitalization** – Ipsco Place has developed a Master Plan which includes the construction of a new Multi Purpose Facility ("MPF") featuring six new indoor ice arenas. The MPF would be integrated with the Credit Union EventPlex and the Queensbury Centre. The integration of these facilities will accommodate community sport and recreation programming and special events, as well as provide updated show and display space to attract and hold major shows and events, such as the Canadian Western Agribition. The City's contribution to this project is $20,000,000.

- **Urban Development Agreement** – The City, Province, and Federal Government have entered into an Urban Development Agreement that provides $10 million over five years, with $2.5 million in funding from each of the City and the Province, and $5 million from the Federal Government. Projects funded

to date include a feasibility study for the Ipsco Place Revitalization and another for the North Central Co-location project. A project for the Legion building has recently been approved. The allocation of the remaining funding to specific projects or initiatives has not been determined.

- **Program Equipment and Furnishings** – City-owned sport, recreation and cultural facilities require a variety of furnishings and equipment for program operations. The furniture and equipment are subject to wear and breakdown and require regular maintenance and periodic replacement. This allocation provides for the annual planned replacement of program furniture and equipment for the recreation facilities and for the purchase of new program equipment, including fitness equipment, required to meet increasing program demand.

- **Globe Theatre Renovations** – The Globe Theatre is planning a facility expansion and increased public programming at a total cost of $2.4 million. The City's contribution of $400,000 ($100,000 per year for four years from 2005 to 2008) is in recognition of the role of the Theatre in the revitalization of Regina's downtown and the quality of life for Regina citizens.

- **University of Regina Artificial Grass Field** – The University of Regina constructed Phase I of an artificial grass athletic field in 2004 at a total cost of $2.5 million. The City's contribution of $250,000 ($50,000 per year for five years from 2005 to 2009) is in recognition of the value to the community for this facility and in exchange for a minimum level of community access to the facility for at least ten years as outlined in an agreement.

- **Fleet Acquisitions** – To effectively manage and maintain City assets such as, open space and athletic fields, fleet equipment is required. This represents funding for an all terrain vehicle and trailer in 2007, as well as a jet vacuum in 2008 and two rotary mowers in 2009.

- **Operational Facilities** – Operational facilities includes parks and open space maintenance depots, pump houses and storage buildings. This represents funding for sustaining and enhancing these facilities, as well as the construction of two maintenance depots in 2009 and 2011. The depots are required due to the growth of the City in the northwest and southwest.

Fire Department

Capital Program Summary

	2008	2009	2010	2011	2012	Five Year Total
Capital Expenditures ($000's)						
Fire Facilities	**1,910**	920	60	255	200	3,345
Front Line Apparatus	**-**	1,255	590	565	590	3,000
Fire Support Vehicles	**50**	-	-	200	400	650
Fire Service Vehicles	**-**	90	-	-	45	135
Communications & Dispatch Equipment	**35**	-	70	50	-	155
Other Equipment	**145**	25	25	665	75	935
Total Capital Expenditures	**2,140**	2,290	745	1,735	1,310	8,220
Capital Funding ($000's)						
Other Provincial Grants	**-**	1,200	-	-	-	1,200
Current Contributions to Capital	**2,140**	340	745	1,735	1,310	6,270
Debt	**-**	750	-	-	-	750
Total Funding	**2,140**	2,290	745	1,735	1,310	8,220

Fire Facilities

Capital Summary ($000's)	2008	2009	2010	2011	2012
Capital Expenditures					
1. Fire Facilities					
- Administration Building	**-**	30	-	100	-
- Education & Training Centre	**-**	80	-	75	100
- General Allocation	**160**	60	60	80	100
2. Fire Stations					
- Replace Fire Station #4	**1,750**	750	-	-	-
Total Expenditures	**1,910**	920	60	255	200
Capital Funding					
Current Contributions to Capital	**1,910**	170	60	255	200
Debt	**-**	750	-	-	-
Total Funding	**1,910**	920	60	255	200

The following Fire Department facilities support the delivery of fire prevention and suppression services:

- Seven fire stations:
  - No. 1 Fire Station (William White Station) – 2585 – 13th Avenue
  - No. 2 Fire Station (William Moffatt Station) – 1770 – 9th Avenue North
  - No. 3 Fire Station (Tom Yarnton Station) – 2640 – 31st Avenue
  - No. 4 Fire Station (Percy Wilson Station) – 1175 Pasqua Street
  - No. 5 Fire Station (Harold Button Station) – 2700 East Arens Road
  - No. 6 Fire Station (Omar Dixon Station) – 303 Rink Avenue
  - No. 7 Fire Station (Louis Yanko Station) – 123 Victoria Avenue

- The Fire Administration Building (E. C. Bun Allin Building) located at 1205 Ross Avenue.

- The Education and Training Centre located adjacent to the Fire Administration Building at 1201 Ross Avenue.

In 2008, roof repairs to the Administration Building, previously funded through the capital program, will be undertaken. In 2008/2009, $2,500,000 is included to replace Fire Station #4. An independent engineering consultant review determined replacement of the fire station is more cost effective than undertaking major renovations and repairs. Other projects in the capital program include interior/mechanical upgrades to various fire locations and upgrades to the mechanical shop in the Education and Training Centre.

Front Line Apparatus

Capital Summary ($000's)	2008	2009	2010	2011	2012
Capital Expenditures					
1. Communications & Dispatch					
- Pumper Rescue Unit	-	-	565	565	565
- 100' Rescue/Ladder Unit	-	1,230	-	-	-
- Mechanical Upgrades	-	25	25	-	25
Total Expenditures	-	1,255	590	565	590
Capital Funding					
Other Provincial Grants	-	1,200	-	-	-
Current Contributions to Capital	-	55	590	565	590
Total Funding	-	1,255	590	565	590

The new pumper/rescue units replace the pumpers purchased in 1989, 1992 and 1994. The 100-foot rescue/ladder unit has the combined capabilities of a 100-foot aerial ladder platform and a 2,000 gallon per minute pump. The unit has two articulating booms with a crew platform that swivels up to ninety degrees. Mechanical upgrades may include a major repair or refurbishment to extend the life of a front line vehicle. Front-line Apparatus in the Fire Department fleet includes 18 front-line apparatus vehicles, including 13 in-service vehicles and five spare vehicles. These vehicles include:

- Seven pumpers and three pumper/rescues in-service, along with four spare pumpers. The average age of the in-service pumpers is 9.7 years.
- One ladder truck in-service along with one spare ladder unit.
- One rescue unit in-service.
- One platform unit in-service.

The Woods Gordon Study guideline for vehicle retention is 15 years for a pumper truck and 20 years for an aerial (ladder) truck. The replacement schedule for front-line apparatus is in the following table.

Unit Number	Vehicle Year	Proposed Replacement Year	Vehicle Make	Type of Apparatus
101	1968	—	Mack Custom	Spare Pumper
114	1985	—	Superior Emergency – IHC	Spare Pumper
110	1976	—	Superior Hendrickson	Spare Pumper
111	1976	—	Superior Hendrickson	Spare Pumper
205	1979	2010	Pierre Thibault	Spare Ladder
104	1989	2010	Superior Pierce Lance	Pumper
106	1992	2011	Superior Pierce Lance	Pumper
105	1994	2012	Superior Pierce Lance	Pumper
102	1998	2013	Superior Hurricane – E-One	Pumper/Rescue
103	2000	2015	Superior Hurricane – E-One	Pumper/Rescue
109	2000	2015	Superior Hurricane – E-One	Pumper/Rescue

302	1995	2015	Superior	Rescue
206	1986	2016	Pierre Thibault – IHC	Ladder
402	1996	2016	Superior E-One	Platform/Pumper
115	2004	2019	Superior Hurricane – E-One	Pumper
116	2004	2019	Superior Hurricane – E-One	Pumper
117	2006	2021	Superior Hurricane – E-One	Pumper
118	2006	2021	Superior Hurricane – E-One	Pumper

Fire Support Vehicles

Capital Summary ($000's)	2008	2009	2010	2011	2012
Capital Expenditures					
1. Transport/Command Car	50	-	-	-	-
2. Rehab Bus	-	-	-	200	-
3. Tech Rescue/Mobile Cascade	-	-	-	-	400
Total Expenditures	50	-	-	200	400
Capital Funding					
Current Contributions to Capital	50	-	-	200	400

Units in the capital program are replacement units. There are 17 support vehicles in the Fire Department fleet including several vans, trucks and trailers, equipped for special purposes such as water rescue, investigation or public education. The replacement schedule for support vehicles is detailed in the following table.

Unit Number	Vehicle Year	Proposed Replacement Year	Vehicle Make	Other Details
513	1987	Not Replaced	Fire Safe House	Trailer – 8' x 24'
505	1955	Not Replaced	GMC	Tri-Command Bus
506	1996	Not Replaced	Ford Cube Van	Public Education
10	1988	2008	Plymouth V6 M-Voyager	Transport/Command Car
503	1962	2011	GMC	Rehab Bus
509	1987	2012	Superior Emergency – IHC	Tech Rescue/Mobile Cascade
15	2004	2013	Ford Expedition	Chief's Command Unit
511	2005	2015	Ford F350	Wildland Firefighting
512	2006	2016	Ford F350	Wildland Firefighting
23	2005	2017	GMC	Investigation Unit
502	2007	2017	Ford Expedition Max	Command Unit
508	1998	2018	Ford E Super Duty	Water Rescue Van
514	2006	2021	Chevrolet Cutaway Van	Public Information Unit
504	2002	2022	Fort Garry	Water Tanker/Pumper
510	2003	2023	Decon/Hazmat – 35' x 8'	Trailer
515	2007	2027	Water Rescue Boat	Water Rescue Boat

Fire Service Vehicles

Capital Summary ($000's)	2008	2009	2010	2011	2012
Capital Expenditures					
1. Administration Van	-	45	-	-	-
2. 3/4 Ton-Mechanic	-	45	-	-	45
Total Expenditures	-	90	-	-	45
Capital Funding					
Current Contributions to Capital	-	90	-	-	45

All units in the capital program are replacement units. The service truck is used to move equipment from station to station. There are 11 Service Vehicles in the Fire Department including vans and trucks. The replacement schedule for service vehicles is detailed in the following table.

Unit Number	Vehicle Year	Proposed Replacement Year	Vehicle Make	Other Details
17	2001	Not Replaced	Chevrolet ½ Ton Cargo van	Training
7	1995	Not Replaced	GMC Open Box (4WD) ¾ Ton	Utility Truck
3	1991	Not Replaced	GMC Open Box (4WD) ¾ Ton	Medical Training Prop
1	1994	2009	Plymouth Van	Administration Unit
19	1992	2009	Chevrolet Open Box ¾ Ton	Mechanics
25	2006	2012	Ford E250 Van	Service Truck
5	2000	2015	One-Ton Truck	Training
18	2000	2015	Ford F150 – Regular Cab	Building Maintenance
26	2007	2017	Ford F250 4x4	Fuel Delivery/Snow Removal
22	1999	2019	Ford E450 Super Duty	Troop Transport
21	2005	2020	GMC Cargo Van	Electrician

Communications and Dispatch Equipment

Capital Summary ($000's)	2008	2009	2010	2011	2012
Capital Expenditures					
1. Communications & Dispatch					
- Computer Aided Call Handling System	35	-	-	-	-
- Mobile Data Technology	-	-	70	-	-
- CAD/RMS System Upgrade	-	-	-	50	-
Total Expenditures	35	-	70	50	-
Capital Funding					
Current Contributions to Capital	35	-	70	50	-

Additional information on the capital allocations for communications and dispatch equipment includes:

- **Computer Aided Call Handling System** – Communication centre personnel identify response requirements based on initial assessment of information received from a caller reporting an emergency incident. Computer aided call handling systems assist the call taker in quickly determining the appropriate response code for each incident, improving response times, increasing responder safety while reducing liability.

- **Mobile Data Technology** – With the implementation of mobile data terminals in Front Line Fire Apparatus, additional technological improvements are anticipated. This technology promotes effective and quick emergency response with the real time data transmission to responding crews.

- **CAD/RMS System Upgrade** – Currently the Fire Department is operating a fully integrated computer aided dispatch and records management system. The system was implemented in 2004 and is upgraded annually as required. Most upgrades are accomplished with existing resources, but major upgrades or module enhancements require additional funding for initial purchase. This funding is to provide the opportunity to proceed with a major upgrade to be determined.

Other Equipment

Capital Summary ($000's)	2008	2009	2010	2011	2012
Capital Expenditures					
1. Other Equipment					
- Traffic Signal Pre-emption	-	-	-	-	50
- Extrication Tools (Jaws of Life)	**75**	-	-	-	-
- Thermal Imaging Cameras	**45**	-	-	65	-
- Wellness/Fitness Equipment	**25**	25	25	-	25
- Self Contained Breathing Apparatus	-	-	-	600	-
Total Expenditures	**145**	25	25	665	75
Capital Funding					
Current Contributions to Capital	**145**	25	25	665	75

Additional information on the capital allocation for other equipment includes:

- **Traffic Signal Pre-emption** – This is an ongoing project. In 2007, a review of the existing equipment was conducted and additional equipment was purchased. The additional funding in 2012 is in anticipation of population and property development growth where additional devices will be necessary to maintain the response objective. This system will allow fire apparatus responding to an incident to control the flow of traffic, thereby improving the response time.

- **Extrication Tools** – The Fire Department has five sets of extrication tools (Jaws of Life). The Jaws of Life are placed on the rescue vehicles located at No. 2, No. 3, No. 6 and No. 7 Fire Stations. There is one spare set of extrication tools used for training and as a backup. This funding is for the replacement of the ageing equipment. The department responds to approximately 200 Jaws of Life calls each year. Saskatchewan Government Insurance is charged $550 each time a Jaws of Life is used in an accident.

- **Thermal Imaging Cameras** – The department currently has seven thermal imaging cameras, one at each fire station. This equipment has proven invaluable in locating heat sources in extreme smoke conditions. In 2002, the Rotary Clubs of Regina purchased the four original cameras in partnership with other local businesses at a cost of $25,000 each. These cameras have an eight-year life expectancy. Funding is for the replacement of four cameras.

- **Wellness/Fitness Equipment** – This equipment will be used to promote fitness and well-being among existing staff. Existing equipment is approaching the end of its useful life and will need to be replaced.

- **Self Contained Breathing Apparatus** – The Department currently owns and maintains 100 self contained breathing apparatus (SCBA) and 250 air cylinders. The equipment will reach its life expectancy in 2011 and require replacement. The Department maintains 2.5 to 1, air cylinders to SCBA ratio.

Transit Department

Capital Program Summary

	2008	2009	2010	2011	2012	Five Year Total
Capital Expenditures ($000's)						
Transit Fleet:						
Transit Buses and Vehicles	**2,060**	3,760	2,060	360	2,060	10,300
Paratransit Buses	**430**	430	430	430	430	2,150
Facilities and Equipment	**1,255**	475	400	460	670	3,260
Total Expenditures	**3,745**	4,665	2,890	1,250	3,160	15,710
Capital Funding ($000's)						
Current Contributions to Capital	**-**	3,005	375	130	1,360	4,870
Provincial Paratransit Capital Grant	**55**	55	55	300	300	765
Federal Transit Grant	**3,690**	1,605	2,460	820	1,500	10,075
Total Funding	**3,745**	4,665	2,890	1,250	3,160	15,710

The Federal Government announced a $27 million addition to the Public Transit Trust for Saskatchewan. In early 2007, the Federal and Provincial Government signed an agreement outlining the terms of the program and the share to be allocated to Regina, which totals $10.4 million over three years. The 2008 Transit capital budget has been prepared including this funding. There is a requirement for the City to provide incremental transit funding from its own sources for the five year period beginning in 2005 compared to the five year period preceding 2005. The 2008 – 2012 Transit Capital program has been prepared on a basis to meet those requirements.

Transit Buses and Vehicles

Capital Summary ($000's)	2008	2009	2010	2011	2012
Capital Expenditures					
1. Purchase new transit buses - average 4 per year	**1,700**	3,400	1,700	-	1,700
2. Refurbish transit buses - 4 per year	**360**	360	360	360	360
Total Expenditures	**2,060**	3,760	2,060	360	2,060
Capital Funding					
Current Contributions to Capital	**-**	2,530	-	-	560
Federal Transit Grant	**2,060**	1,230	2,060	360	1,500
Total Funding	**2,060**	3,760	2,060	360	2,060

The bus fleet used on the public transit routes consists of 102 buses. The peak scheduled winter requirement for buses is 71 buses in the morning and 79 in the afternoon. In the extreme winter months, depending on the weather, there may be a requirement for another six buses. Typically 10 to 12 buses are out of service on a daily basis for repairs and maintenance. Details on the buses are summarized below.

- Twenty-seven transit buses have not been refurbished. These buses were purchased between 1989 and 1992 and have an expected lifespan of about 15 years.

- Forty transit buses have been refurbished and are currently operated in the fleet. These buses were purchased between 1977 and 1988. The refurbishing program is necessary to meet Highway Traffic

Board requirements and reduce the need to purchase new buses. Refurbishment results in an estimated additional ten years of service for each bus.

- Thirty-five low floor buses purchased between 1997 and 2007 have an expected life of about 15 years. The low floor buses provide easy access for passengers that experience some degree of disability. Low floor buses will relieve some of the demand on the Paratransit System.

City Council adopted a recommendation (Report CR03-18) that the City refurbish four buses and purchase four buses each year to ensure the long-term viability of the fleet. The proposed replacement of buses is required to sustain the fleet in the long-term. A multi-year tender for low floor buses was approved in 2004. The tender provides for up to five buses per year between 2005 and 2008.

In 2006, a multi-year tender was approved for smaller low floor buses that will provide a mix of small and large low floor transit buses in the transit fleet. The smaller buses will range from 28 to 30 feet with a capacity of carrying 29 seated passengers compared to a large low floor bus carrying 37 seated passengers. The number of smaller low floor buses required will be determined from passenger data collected from the Automatic Passenger Counting equipment (APC). Currently, the 30-foot bus is being utilized primarily on Routes 14, 16 and to the Food Bank.

Transit Bus Fleet

Year of Purchase or Refurbishment	Original Large Buses	Refurbished Buses	40 Foot Low Floor Bus	30 Foot Low Floor Bus	Total Fleet
1989	1	-	-	-	1
1990	19	-	-	-	19
1992	7	-	-	-	7
1997	-	-	7	-	7
1998	-	2	-	-	2
1999	-	4	-	1	5
2000	-	7	-	-	7
2001	-	6	2	-	8
2002	-	4	3	-	7
2003	-	3	-	-	3
2004	-	4	-	-	4
2005	-	3	11	-	14
2006	-	4	2	-	6
2007	-	3	6	3 (note)	12
Totals	27	40	31	4	102

Note: Three additional 30-foot low floor buses will be delivered in the first quarter of 2008.

The Transit Department has other vehicles, with replacement funded through the Transit Equipment Reserve. The following table provides a list of the vehicles, along with the proposed year of replacement.

Other Transit Vehicles

Year of Purchase	Year of Replacement	Details
1999	2010	Ford 1 Ton Truck
1999	2011	Dodge 1/2 Ton Truck
1978	2012	Ford 4x4 - 1 Ton Truck
2000	2012	Fork Lift
2008	2013	Ford Escape Hybrid

Paratransit Buses

Capital Summary ($000's)	2008	2009	2010	2011	2012
Capital Expenditures					
1. Purchase new paratransit buses - 4 per year	**430**	430	430	430	430
Capital Funding					
Current contribution to Capital	**-**	-	375	130	130
Provincial Paratransit Capital Grant	**55**	55	55	300	300
Federal Transit Grant	**375**	375	-	-	-
Total Funding	**430**	430	430	430	430

The Paratransit fleet consists of 26 buses in 2008, with 24 buses scheduled for regular service and two buses available as spares. The expansion of the bus fleet in 2005 and corresponding reduction in the minivan fleet has greatly assisted with providing more scheduling flexibility. The City owns the lift-equipped buses with FirstBus Canada Limited maintaining and operating the buses. The following table provides a summary of the bus fleet.

Paratransit Bus Fleet

Year of Purchase	Number of Paratransit Buses
2001	1
2002	4
2003	8
2005	5
2006	4
2007	4
Total Buses	26

The current capital program provides for the replacement of four Paratransit buses per year. The Province has not provided funding for Paratransit buses since 2006. The Paratransit Service uses six minivans in addition to the buses. The minivans are supplied, maintained and operated by FirstBus Canada Limited.

Lift-equipped buses are configured to accommodate both people who use wheelchairs and people who are ambulatory. The minivans can only accommodate people who are ambulatory. Both types of vehicle are used because many passengers are ambulatory and the van service is faster and more cost effective to operate. The combination of vehicles is very effective in providing service. In recent years, many of the passengers considered to be ambulatory still have significant disabilities and require the use of mobility assisted devices such as walkers. The minivans have a limited ability to store and transport these types of devices, hence the need to maintain a fleet with a large component of Paratransit buses.

Facilities and Equipment

Capital Summary ($000's)	2008	2009	2010	2011	2012
Capital Expenditures					
1. Facilities - General Allocation	**285**	225	150	210	420
2. Transit Shelters	**50**	50	50	50	50
3. Service Enhancement Priority Signals & Cameras	**720**	-	-	-	-
4. Other Equipment - General Allocation	**200**	200	200	200	200
Total Expenditures	**1,255**	475	400	460	670
Capital Funding					
Current Contributions to Capital	**-**	475	-	-	670
Federal Transit Grant	**1,255**	-	400	460	-
Total Funding	**1,255**	475	400	460	670

Facilities used in the delivery of public transit and paratransit services are:

- Transit Operations Centre at 333 Winnipeg Street – This facility includes space for storage and servicing of the buses, along with office or other space for the majority of the Transit staff.
- Transit Garage at 1157 Albert Street – When the Operations Centre was constructed, this facility was retained for repairing and maintaining the bus fleet.
- Transit Information Centre on 11th Avenue – This facility is located in downtown Regina and is used to sell bus passes and tickets, along with providing information on transit routes and schedules. The Centre is located near one of the major transfer points for passengers.

- **The Facilities General Allocation** provides funding to maintain the facilities used by Transit Department in a reasonable state of repair such that the program can continue to operate at the facility. The funding provides for the physical plant maintenance and some renovations, but does not include additions or major enhancements to the facility.

- **Transit Shelters** – The City owns 256 transit shelters, of which 254 are the newer style and two the older style (over 25 years old). Fifty of these shelters have advertising signs. A shelter advertising agreement with Rawlco Radio Ltd. provides the City with minimum annual revenue of $70,000.

- **Service Enhancements – Priority Signals and Cameras** funding is provided through the Federal Transit Grant program and includes the following projects:

  - **Cameras on Buses – Onboard Bus Mobile Digital Video Recorders** - Security for bus operators and passengers on buses is becoming an issue of concern for all transit properties in Canada and the United States. Currently, operators only have the ability to call for assistance using the onboard 2-way radio. Some buses are equipped with an electronic destination sign on which the operator can activate an emergency setting.

    Regina Transit plans to install Mobile Digital Video Recorders on all 102 buses in the fleet and on all new buses purchased in the future. Not only do these systems immediately fill the need for an increased level of security on the transit system, they also allow for upgrades such as AVL in the future.

  - **Transit Priority Signals – Bus Priority Control System** - One of the factors effecting ridership is the ability to maintain consistent schedules throughout the day. With the increase in traffic at major intersections during peak hours, especially in the northwest, southeast and downtown, it is increasingly difficult to maintain schedules. This inconsistency impedes Transit's ability to retain current passengers and also discourages potential passengers from using Regina Transit. Consistent, on-time performance will provide better transit service to our customers.

- **Cameras Located at 11th and 12th Avenues** – Video Surveillance at Downtown Transfer Points on 11th and 12th Avenues - Downtown Regina is a major destination for transit passengers. All but two of the transit routes go downtown. The major bus stops are located at Victoria Park (on 12th Avenue) and at the Cornwall Centre (on 11th Avenue). On a typical weekday, 3,300 (858,000 annually) arrive at these bus stops and 3,100 passengers (806,000 annually) board buses to travel to other destinations.

- **Other Equipment – General Allocation** – This funding will be used to fund a variety of transit capital projects, including hardware and software, information posts, shop equipment and initiatives to address Occupational Health and Safety issues.

Planning & Development Division

Capital Program Summary

	2008	2009	2010	2011	2012	Five Year Total
Capital Expenditures ($000's)						
Land Development	**5,080**	2,730	4,800	2,500	1,300	16,410
Downtown Development	**150**	1,000	1,000	1,000	1,000	4,150
Transportation						
Roadways Network Improvements	**8,060**	15,950	6,280	3,350	7,850	41,490
Transportation Projects	**615**	155	125	155	250	1,300
Total Expenditures	**13,905**	19,835	12,205	7,005	10,400	63,350
Capital Funding ($000's)						
Current Contributions to Capital	**1,009**	2,023	3,253	2,098	2,195	10,578
Servicing Agreement Fees - Roadways	**4,081**	9,972	3,852	2,107	6,305	26,317
Contributions from Developers	**1,686**	1,510	300	-	-	3,496
General Fund Reserve	**7,129**	2,730	4,800	2,800	1,900	19,359
Sask Highways	**-**	2,600	-	-	-	2,600
Other Federal/Provincial Capital Grants	**-**	1,000	-	-	-	1,000
Total Funding	**13,905**	19,835	12,205	7,005	10,400	63,350

Land Development

Capital Summary ($000's)	2008	2009	2010	2011	2012
Capital Expenditures					
1. Ross Industrial Land Development:[1]					
- Ross Industrial Land Development Phase I	**3,200**	600	-	-	-
- Ross Industrial Land Development Phase II	**1,200**	1,400	1,500	-	-
- Ross Industrial Land Development Phase III	**-**	200	2,500	2,500	1,300
2. Infill Development 9th Ave. & Quebec Street	**400**	-	-	-	-
3. Engage Contract Project Manager	**80**	80	-	-	-
4. North East Sector Study	**100**	-	800	-	-
5. North Argyle Land Development	**100**	450	-	-	-
Total Expenditures	**5,080**	2,730	4,800	2,500	1,300
Capital Funding					
General Fund Reserve	**5,080**	2,730	4,800	2,500	1,300

Notes:

(1) $1,860,000 is included in 2010 under Roadway Network Improvements for Ross Avenue Construction related to this project. The funding is provided from the General Fund Reserve.

The City, as owner of lands in the Ross Industrial Park and other areas including North Argyle Park, undertakes the development of these lands as required. The City is responsible for the developer's share of infrastructure costs. The next phase of Ross Industrial Park will be constructed over a two-year period and the total costs have been allocated accordingly. The North Argyle Park project sets out estimated costs for the continued planning and consulting for the subdivision. The Industrial Growth Strategy will

review potential future expansion areas for industrial uses and will help form the basis for future expansion of Ross Industrial Park. All funds are to be obtained from the General Fund Reserve. In 2008, the Administration will provide a report to City Council exploring the concept of establishing an Industrial Land Reserve to fund future land development.

Downtown Development

Capital Summary ($000's)	2008	2009	2010	2011	2012
Capital Expenditures					
1. Downtown Development	**150**	1,000	1,000	1,000	1,000
Total Expenditures	**150**	1,000	1,000	1,000	1,000
Capital Funding					
Current Contributions to Capital	**150**	-	1,000	1,000	1,000
Other Federal/ Provincial Capital Grants	**-**	1,000	-	-	-
Total Funding	**150**	1,000	1,000	1,000	1,000

The City of Regina has identified the need for a comprehensive plan for the Downtown district. The current land use plan is outdated and does not address certain important elements in the Downtown such as infrastructure investment. The goal of the Plan is to establish a vision for the Downtown and provide the necessary framework to strategically guide infrastructure investment, land use and transportation planning decisions, and design of the public realm. It is envisioned that up to $1,000,000 per year comprised of City funding and additional leveraged private sector funding be strategically invested in downtown infrastructure renewal and enhancement projects as directed by the Plan.

Roadway Network Improvements

Capital Summary ($000's)	2008	2009	2010	2011	2012
Capital Expenditures					
1. Interchange Highway No. 1 and Lewvan Drive	**2,000**	2,000	3,000	-	-
2. Victoria Ave. Widening - Fleet St. to City Limits	**-**	5,200	-	-	-
3. Courtney St. (Sherwood Dr. to 1st Ave NE Side)	**-**	2,700	-	-	-
4. Arcola Ave. (Winnipeg St. to Victoria Ave.)	**100**	-	-	-	-
5. Parliament Ave. & Queen St. Extension	**200**	1,800	-	-	-
6. Intersection construction at Rochdale Blvd. & Walmart/Sobey's	**10**	150	-	-	-
7. Parliament Ave. extension West of Lewvan Dr.	**200**	2,000	-	-	-
8. Intersection improvements at Parliament Ave. & Lewvan Dr.	**50**	450	-	-	-
9. Jim Cairns Boulevard	**500**				
10. Prince of Wales Dr. extention S. to Wascana Pkwy.	**200**	-	550	-	4,500
11. Diefenbaker, McCarthy Blvd. to CNR	**-**	750	-	750	-
12. Ross Ave. North Side, Sioux St. to Fleet St.	**2,140**	-	-	-	-
13. Fleet St. from Cavendish St. to Ross Ave. across CPR Mainline	**-**	120	1,430	-	-
14. Long Term Property Purchase	**-**	600	-	-	-
15. Argyle Street N. (Sangster Blvd. to Rochdale Blvd.)	**-**	80	600	-	-
16. Intersection road improvements at Saskatchewan Dr.	**-**	-	500	-	-
17. Prince of Wales Dr. Eastside, Eastgate Dr. to Dewdney Ave.	**-**	-	100	900	-
18. Intersection Improvements - Gordon Rd & Lewvan Dr.	**500**	-	-	-	-
19. Gordon Rd extension West of Lewvan Dr.	**2,060**	-	-	-	-
20. Pasqua St. and Ring Road Interchange	**-**	-	-	1,000	-
21. Prince of Wales Dr. - Dewdney Ave. to 7th Ave. N.	**-**	-	-	100	1,000
22. Pasqua St. Corridor Impovements	**100**	-	-	-	-
23. Gravel Road Upgrading	**-**	100	100	100	100
24. Intersection Improvements - Arcola & Woodland Grove Dr.	**-**	-	-	-	500
25. Courtney St. - 1st Ave. N to Dewdney	**-**	-	-	-	500
26. Ring Road Widening - E Bound between Albert St. & McDonald St.	**-**	-	-	-	250
27. Northwest development arterials	**-**	-	-	500	1,000
	8,060	15,950	6,280	3,350	7,850
Capital Funding					
Current Contributions to Capital	**264**	1,868	2,128	943	945
Roadway Servicing Agreement Fees	**2,503**	9,041	3,852	2,107	5,880
Roadway Servicing Agreement Fee Credits	**1,258**	931	-	-	425
Community Share 2006 Program	**-**	-	-	-	-
Developer Contributions	**1,986**	1,510	300	-	-
General Fund Reserve	**2,049**	-	-	300	600
Sask Highways	**-**	2,600	-	-	-
Total Funding	**8,060**	15,950	6,280	3,350	7,850

Roadway Network Improvements consist of new road construction for locations approved as part of the Regina Road Network Plan. The majority of the locations are adjacent to new development areas and are partially funded by Servicing Agreement Fees. Developers fund construction of new local and collector streets. The following table provides information on new road development (in kilometres) since 1993.

New Roads (Kilometres)

Year	City Funded	Developer Funded	Total
1993	-	3.5	3.5
1994	0.6	4.9	5.5
1995	0.9	2.1	3.0
1996	0.2	2.2	2.4
1997	0.4	1.7	2.1
1998	-	2.3	2.3
1999	0.8	3.7	4.5
2000	-	2.5	2.5
2001	0.6	3.6	4.2
2002	0.3	3.8	4.1
2003	-	4.2	4.2
2004	-	4.2	4.2
2005	0.4	8.9	9.3
2006	-	5.6	5.6
2007	3.5	9.6	13.1
Total	7.7	62.8	70.5

Projects in the 2008 - 2012 General Capital Program include:

- **Intersection – Highway No. 1 and Lewvan Drive** – In 2007, $2 million was provided as an initial commitment towards the construction of the interchange. $2 million per year for 2008 and 2009, as well as $3 million for 2010 will be allocated to this project. **Funding for this project includes $765,000 from the General Fund Reserve and $1,235,000 in 2008, $1,235,000 in 2009 and $1,850,000 in 2010 from Servicing Agreement Fees**.

- **Victoria Avenue Widening – Fleet Street to City Limits** – In 2007, $800,000 was provided for detailed design and in 2009, $5,200,000 is provided to widen Victoria Avenue from Fleet Street to City Limits. Includes reconstruction of existing bridges. **2009 funding for this project includes $2,600,000 in 2009 from Saskatchewan Highways and $2,314,000 from Servicing Agreement Fees.**

- **Courtney Street (Sherwood Drive to 1st Avenue North East Side)** – In 2007, $300,000 was provided for detail design and in 2009, $2,700,000 is provided to construct the east side of Courtney Street between 1st Avenue North and Sherwood Drive. **Funding for this project includes $2,565,000 from Servicing Agreement Fees – Roadways.**

- **Arcola Avenue (Winnipeg Street to Arcola Avenue)** – In 2008, $100,000 is provided to complete a functional plan review and preliminary design for the proposed widening and realignment of Arcola Avenue between Winnipeg Street and Victoria Avenue. The rapid development along Victoria Avenue East and in the Southeast Sector will require the increased capacity on this roadway in the near future. This may include re-constructing Arcola Avenue on an adjacent right-of-way owned by the City to improve safety at the Victoria Avenue intersection and with neighbourhood roadways. This project is required to verify property requirements, adjacent street connections and intersection alignments. **Funding for this project includes $75,800 in 2008 from Servicing Agreement Fees – Roadways.**

- **Parliament Avenue and Queen Street Extension** – In 2008, $200,000 is provided for detailed design and in 2009, $1,800,000 is provided to construct Parliament Avenue from Argyle Street to Lewvan Drive and Queen Street from Laubach Avenue to Parliament Avenue with connection to 28th Avenue. **Funding for this project includes $170,000 in 2008 and $1,530,000 in 2009 from Servicing Agreement Fees – Roadways.**

- **Intersection Construction at Rochdale Boulevard and Walmart/Sobey's** – In 2008, $10,000 is provided for the detailed design and in 2009, $150,000 is provided to construct an intersection at Rochdale and the Walmart/Sobey's Access Road. **Funding for this project includes $10,000 from Servicing Agreement Fees – Roadways.**

- **Parliament Avenue Extension West of Lewvan Drive** – In 2008, $200,000 is provided for detailed design and in 2009, $2,000,000 is provided to construct Parliament Avenue from Lewvan Drive to Harbour Landing Drive about 300 meters west of Lewvan Drive. **Funding for this project includes $76,000 in 2008 and $760,000 in 2009 from Servicing Agreement Fees. It also includes $120,000 in 2008 and $1,200,000 in 2009 from Developer Contributions.**

- **Intersection Improvements – Parliament Avenue and Lewvan Drive** – In 2008, $50,000 is provided for detailed design and in 2009, $450,000 to make intersection improvements at Lewvan Drive and Parliament Avenue. **Funding for this project includes $19,000 in 2008 and $171,000 in 2009 from Servicing Agreement Fees – Roadways. It also includes $30,000 in 2008 and $270,000 in 2009 from Developer Contributions.**

- **Intersection Construction – Jim Cairns Boulevard and Lewvan Drive** – In 2008, $500,000 is provided for design and construction of a new intersection in Harbour Landing. **Funding for this project includes $190,000 from Servicing Agreement Fees, and $300,000 from Developer Contributions.**

- **Prince of Wales Drive – Extension south to Wascana Parkway** – In 2008, $200,000 is provided for functional design and in 2010, $550,000 is provided for detailed design to extend Prince of Wales south from the existing Prince of Wales to Wascana Parkway. In 2012, $4,500,000 and in 2013, $4,600,000 will be required to complete this connection. **Funding for this project includes $170,000 in 2008, $467,500 in 2010 and $3,825,000 in 2012 from Servicing Agreement Fees – Roadways.**

- **Diefenbaker – McCarthy Boulevard to CNR** – In 2009 and 2011, $750,000 is provided each year for detailed design and to construct the Diefenbaker (formerly EW Arterial) from McCarthy Boulevard to CNR. **Funding for this project includes $712,500 in 2009 and $712,500 in 2011 from Servicing Agreement Fees – Roadways.**

- **Ross Avenue – North side – Sioux Street to Fleet Street** – In 2008, $2,140,000 is provided for detailed design and construction of the north side of Ross Avenue from Sioux Street to Fleet Street. **Funding for this project includes $770,400 from Servicing Agreement Fees – Roadways and $1,284,000 from the General Fund Reserve.**

- **Fleet Street from Cavendish Street to Ross Avenue across CPR Mainline** – In 2009, $120,000 is provided for detailed design and in 2010, $1,430,000 is provided to construct four lanes at Fleet Street from Cavendish Street, south of the CPR mainline to Ross Avenue with an at grade crossing of the CPR. This project will involve the CPR and Transport Canada. **Funding for this project includes $60,000 in 2009 and $715,000 in 2010 from Servicing Agreement Fees – Roadways.**

- **Long-Term Property Purchase** – In 2009, $600,000 is provided to purchase land for future road ROW. This will secure the required property and determine the alignment so adjacent property owners are aware of the future roadway. **Funding for this project includes $510,000 in 2009 from Servicing Agreement Fees – Roadways.**

- **Argyle Street North (Sangster Boulevard to Rochdale Boulevard)** – In 2009, $80,000 is provided for the detailed design and in 2010, $600,000 is provided to construct the four lane undivided extension of Argyle Street North from Sangster Boulevard to Rochdale Boulevard across the south half of the pipeline right-of-way. This street is a collector road but is being funded 50% by the City under the terms of a previous servicing agreement. **Funding for this project includes $40,000 in 2009 and $300,000 in 2010 from Developer Contributions, as well as $40,000 in 2009 and $300,000 in 2010 from Servicing Agreement Fees – Roadways.**

- **Intersection Improvements at Saskatchewan Drive and Albert Street** – In 2010, $500,000 is provided for the functional design review of the intersection at Saskatchewan Drive and Albert Street and improve sightlines in the south east quadrant. **Funding for this project includes $350,000 in 2010 from Servicing Agreement Fees – Roadways.**

- **Prince of Wales Drive, Eastside – Eastgate Drive to Dewdney Avenue** – In 2010, $100,000 is provided for detailed design and in 2011, $900,000 is provided to construct east side of Prince of Wales Drive from Eastgate Drive to Dewdney Avenue. **Funding for this project includes $95,000 in 2010 and $855,000 in 2011 from Servicing Agreement Fees – Roadways.**

- **Intersection Improvements – Gordon Road and Lewvan Drive** – In 2008, $500,000 is provided for detailed design and to make intersection improvements at Lewvan Drive and Gordon Road. Design $50,000, Construction $450,000. **Funding for this project includes $190,000 in 2008 from Servicing Agreement Fees – Roadways and $300,000 in 2008 from Developer Contributions.**

- **Gordon Road Extension West of Lewvan Drive** – In 2008, $2,060,000 is provided for detailed design and construction of Gordon Road from Lewvan Drive to Harbour Landing Drive approximately 450 meters west of Lewvan Drive. **Funding for this project includes $782,800 in 2008 from Servicing Agreement Fees – Roadways and $1,236,000 in 2008 from Developer Contributions.**

- **Pasqua Street and Ring Road Interchange** – In 2011, $1,000,000 is provided for preliminary design of the Pasqua Street/Ring Road Interchange. The NW Sector Plan re-confirmed the need to construct this interchange and to widen Pasqua Street in order to accommodate commercial and residential development already approved in the NW Sector. **Funding for this project includes $180,000 in 2011 from Servicing Agreement Fees – Roadways.**

- **Prince of Wales Drive – Dewdney Avenue to 7th Avenue North** – In 2011, $100,000 is provided for detailed design and in 2012, $1,000,000 is provided to construct the east side. **Funding for this project includes $95,000 in 2011 and $950,000 in 2012 from Servicing Agreement Fees.**

- **Pasqua Street Corridor Improvements (including Pasqua Street/Ring Road Interchange)** – In 2008, $100,000 is provided for a functional planning study for Pasqua Street from Sherwood Drive to Rochdale Boulevard including the intersection of Pasqua Street/Ring Road. The Northwest Sector Plan confirmed the need to construct an interchange at Pasqua Street and Ring Road and to widen Pasqua Street in order to accommodate commercial development already approved in the Northwest Sector Plan. **Funding for this project includes $82,000 in 2008 from Servicing Agreement Fees – Roadways.**

- **Gravel Road Upgrading** – $100,000 is provided in each year from 2009 to 2012 for gravel road upgrading. This work may involve grading and graveling or upgrading to an all weather dust free surface. **Funding for this project includes $75,000 per year from Servicing Agreement Fees.**

- **Intersection Improvements - Arcola Avenue and Woodland Grove Drive.** In 2012, $500,000 is provided to build turning lanes on Arcola at its intersection with Woodland Grove Drive. The turning lanes will facilitate better signal timing when signals are warranted by permitting a dedicated left turn phase. They will also reduce the risk of rear-end collisions between turning and through vehicles. **Funding for this project includes $425,000 in 2012 from Servicing Agreement Fees – Roadways.**

- **Courtney Street – 1st Avenue N. to Dewdney** – In 2012, $500,000 is provided for detailed design of the east side. $14,500,000 will be required to build the full link in a future year. **Funding for this project includes $475,000 in 2012 Servicing Agreement Fees – Roadways.**

- **Ring Road Widening – East Bound between Albert Street and McDonald Street** – In 2012, $250,000 is provided to complete the functional design of an additional eastbound lane on Ring Road. The widening is needed to support development in the northwest and northeast industrial areas of the

City and funds for future construction will be required in future years. **Funding for this project includes $175,000 in 2012 from Servicing Agreement Fees – Roadways.**

- **Northwest development arterials** – In 2011, $500,000, and in 2012, $1,000,000 are provided as an allowance for widening McDonald Street from Kress Street to Fleet Street for twinning a portion of Fleet Street, depending on industrial development and traffic increases. The refinery related trucking companies are increasing their capacity several fold. **Funding for this project includes $190,000 in 2011 and $380,000 in 2012 from Servicing Agreement Fees – Roadways and $300,000 in 2011 and $600,000 in 2012 from the General Fund Reserve.**

Other Transportation Projects

Capital Summary ($000's)	2008	2009	2010	2011	2012
Capital Expenditures					
1. Bikeway System	**215**	155	125	155	250
2. North East Road Network Plan	**100**	-	-	-	-
3. Regina Downtown Action Plan	**50**	-	-	-	-
4. EMME/3 Transportation Macrosimulation Model Upgrades	**250**	-	-	-	-
Total Expenditures	**615**	155	125	155	250
Capital Funding					
Current Contributions to Capital	**615**	155	125	155	250
Total Funding	**615**	155	125	155	250

Other Transportation Projects managed by the Planning & Development Division include:

- **Bikeway System** – The City's first on-street bicycle routes were installed in 1998. The Bicycle Network Plan approved by City Council identifies several other routes needed to establish a core network of on-street routes to encourage increased bicycle use and improve the safety for cycles riding on city streets. Increasing non-motorized transportation helps Regina meet its greenhouse gas and transportation strategy goals. Funding is requested for design each year to allow for construction in the following year. The 2008 projects involve the design and construction of routes on Broad Street between College Avenue and 4th Avenue and between the Devonian Pathway and Downtown.

- **North East Road Network Plan** – high demand for lots in Regina's Ross Industrial Park is creating demand for new roads and capacity increases in this area. No sector plan or road network plan exists and one is required for long-term infrastructure planning and to support the development and approval of concept plans. Key issues in the area include the location and nature of major arterials and railway services and crossing. The plan requires macro and micro-simulation of land use plans, projected traffic conditions and will be a key tool in development approval and budget planning. The road network plan should be completed in 2008 as its recommendations are necessary to support pending development in the area and permit the City to continue with the sale of its industrial lands in the area.

- **Regina Downtown Action Plan** – the City is in the process of completing the Regina Downtown action Plan to revitalize the area. Roadways and Traffic Engineering has contributed $50,000 to the project directly and has commissioned the study's engineering consultant to complete traffic, pedestrian and cyclist counts at a cost of $45,000. As transportation infrastructure can be a tool for change in the action plan, the data must be modelled so ideas from the plan can be evaluated quantitatively and an implementation plan developed for future budget cycles. The $50,000 requested for 2008 will fund analysis, modelling and an implementation plan. The model will also have ongoing use in managing the downtown traffic signals network and assessing changes to streets.

- **EMME/3 Transportation Macro simulation Model Upgrades** – EMME/3 is used for long term road network planning. The model's underlying tables currently predate the development of large-format retail in Regina, which has changed travel patterns within as well as to and from the City. The model needs to be verified, updated to include new census information, and the underlying trip tables updated through a new survey. The model is critical for long-range transportation and budget planning the $50,000 requested for 2008 will be used to verify the base model and update the statistical information.

Corporate Services Division

Capital Program Summary

	2008	2009	2010	2011	2012	Five Year Total
Capital Expenditures ($000's)						
Fleet	**4,586**	4,597	4,589	4,236	4,445	22,453
Facilities	**4,001**	5,358	3,262	2,840	3,340	18,801
Information Technology	**623**	2,085	2,195	2,100	2,197	9,200
Total Expenditures	**9,210**	12,040	10,046	9,176	9,982	50,454
Capital Funding ($000's)						
Current Contributions to Capital	**3,949**	2,938	3,617	4,820	5,517	20,841
Employer Provided Parking Reserve	**600**	10	-	120	20	750
Technology Reserve	**75**	95	15	-	-	185
Other Federal/Provincial Grants	**-**	400	1,825	-	-	2,225
Equipment Replacement Reserve	**4,586**	4,597	4,589	4,236	4,445	22,453
Debenture Debt	**-**	4,000	-	-	-	4,000
Total Funding	**9,210**	12,040	10,046	9,176	9,982	50,454

Fleet Services

Capital Summary ($000's)	2008	2009	2010	2011	2012
Capital Expenditures by Division					
1. Community & Protective Services	**794**	697	683	547	974
2. Corporate Services	**461**	784	280	121	430
3. Public Works					
- Roadways and Traffic	**1,196**	1,358	1,431	1,861	1,265
- Sewer, Water and Waste Management	**2,024**	1,560	2,000	1,623	1,692
- Other	**29**	115	111	-	-
Replacement Program Totals	**4,502**	4,513	4,505	4,152	4,361
Small Tools	**84**	84	84	84	84
Total Expenditures	**4,586**	4,597	4,589	4,236	4,445
Capital Funding					
Equipment Replacement Reserve	**4,586**	**4,597**	**4,589**	**4,236**	**4,445**

The Fleet Services Department of the Corporate Services Division manages all City vehicles and equipment, excluding those used by the Transit and Fire Departments and the Regina Police Service. Currently, the fleet consists of 959 active vehicles and equipment units. There are also about twenty replaced units that have been retained on a temporary basis to meet operational requirements. In recent years, the size of the fleet has been reduced by over 200 units, or more than 20%. The Fleet Services Department is also responsible for the management and operation of the Small Tools and Equipment program, which includes 670 powered hand tools. The size of this fleet has seen a similar reduction from the 1998 level of 995 units.

Each year, the Fleet Services Department prepares a fleet replacement plan for the upcoming budget year using a collaborative process with client departments. The needs of client departments must be clearly

understood, and Fleet Services' responsibility is to identify equipment and technology that can cost-effectively perform the tasks required. Ongoing replacement or renewal of fleet assets is required to ensure the fleet is available when needed, reliable, suitable, and cost effective.

There are three fundamental reasons why the fleet needs to be constantly renewed.

- Regular and adequate capital investments must be made to replace the fleet life used up in any given period. If not done, the result will be a downward spiral of increasing age, increasing cost, and decreasing reliability. Systematic, orderly, and ongoing replacement will ensure that the fleet retains its value as a productive asset that supports all client department's operations.

- The average age of the fleet must be managed with care. Young fleets and old fleets exhibit different cost patterns, and it is easy to assume that the maintenance cost reductions for a young fleet are sustainable when in reality they are nothing more than provisions for the higher operating costs that come with the later years of the vehicle's economic life. An old fleet will present the opposite – it is difficult to maintain control when irregular replacement causes fleet average age to swing from young to old.

- Fleet performance is all about reliability, availability, productivity, and predictable costs. Every vehicle experiences deterioration and obsolescence. In the end, while competent policies for maintenance, repair and rebuild extend life, replacement is the only way to revitalize the fleet and maintain productive capacity.

In 2008, 79 fleet vehicles and mobile equipment units will complete their economic life. The budgeted replacement cost is $4,586,300. Replacement of these units will preserve an acceptable average fleet age and maintain acceptable vehicle availability, safety, reliability, productivity, and maintenance costs.

Summary Level Review by Equipment

Capital Summary ($000's)	2008	2009	2010	2011	2012
Equipment Type					
1. Heavy Equipment	**791**	1,235	1,275	2,798	940
2. Heavy Trucks	**1,925**	1,741	1,976	435	1,908
3. Light Industrial and Turf Equipment	**259**	475	354	362	854
4. Light Trucks	**1,427**	1,062	868	557	556
5. Trailers	**100**	0	32	0	104
Replacement Program Totals	**4,502**	4,513	4,505	4,152	4,361
1. Small tools	**84**	84	84	84	84
Annual Total Expenditures	**4,586**	4,597	4,589	4,236	4,445

Replacement Criteria

Equipment replacement analysis involves determining the optimum economic life or "replacement cycle" for each type of equipment. This identifies the period in the life of the equipment where the equivalent annual cost is lowest. It is also recognized that individual vehicles can have unique lifecycles, depending on usage and operating environments.

The methodology for developing replacement criteria includes consideration of the following factors:

- **Service Life** – The length of time that the unit is capable of delivering its designed level of service. Deterioration is the degree to which the performance of the existing vehicle has declined in terms of reliability, uptime, and repairability.

- **Technological Life** – The decline in productivity of a unit compared with a new design in so far as productivity, quality of work performed, simplicity of operation, fuel efficiency, safety, and environmental compliance are concerned. Some factors, such as current workloads, deteriorating

reliability, and increasing operating costs can be quantified. Others, such as future workloads, the benefits of the latest technologies, and improved productivity can only be estimated.

- **Economical Life** – The length of time the average annual cost of a unit declines or remains at a minimum. The financial aspects of the purchase decision, the future owning and operating costs of the existing vehicle, and the expected minimum lifecycle owning and operating costs of the replacement unit are all important. They must not, however, drive the decision and produce results that make no sense from an operational or mechanical point of view. It makes little sense to hold onto a vehicle for which there is little or no work simply because a substantial amount may have been spent recently on repairs.

- **Downtime Sensitivity** – The effect on program delivery when the equipment is not available for use. Analyzing the operational aspects of the decision to sell one piece of equipment and invest in another ensures that the decision is integrated in the best interests of the City as a whole.

Fleet Distribution, Composition and Size

Replacement provides the opportunity to evaluate the composition and size of the fleet. It is important to take a broad view and use the opportunity to adjust the fleet so that it supports the client department's long-term operational plans. The fleet must be constantly adjusted to ensure that it can produce the quantity and quality of work needed to achieve client department's operational goals. Adjustments to the fleet made possible by replacing identified units must be made in a rational way with the objective of maximizing the utilization of the core fleet and using short term rentals or other arrangements to accommodate peak demands.

Fleet Distribution

Division	Fleet Size	Equipment Type	Units
Public Works	439	Light Trucks	330
Community & Protecive Services	363	Heavy Trucks	117
Corporate Services	157	Heavy Equipment	138
		Turf & Light Equipment	243
		Trailers	131
Fleet Total	959		959

These figures include previously approved additions but do not include any new vehicles or equipment proposed to be added to the fleet.

Planned Acquisitions and Disposals

(Does not include additions to the fleet that may be proposed by client departments)

		Planned Annual Turnover				
	Number of Units	2008	2009	2010	2011	2012
Light Trucks	330	**39**	33	28	16	12
Turf & Light Equipment	243	**15**	17	15	18	23
Heavy Trucks	117	**8**	9	10	2	9
Heavy Equipment	138	**14**	5	10	11	7
Trailers	131	**3**	-	5	-	9
Total Fleet	959	**79**	64	68	47	60

Fleet Replacement and Rationalization

Fleet replacement decisions should be integrated with business planning. Business planning drives the operational aspects of fleet requirements. The client department makes its best estimates of the work that it will be performing and evaluates equipment needs based on those estimates. Integrating equipment replacements with client department business plans provides for systematic decisions that recognize financial constraints, maximize fleet utilization, and minimize fleet costs. Good replacement decisions also consider the operational, mechanical, and financial aspects of continued ownership of the existing vehicle as well as all alternatives.

Fleet requirements are somewhat dynamic and a process must be in place to manage changing needs. The Fleet Utilization Review Committee reviews all proposed acquisitions of additional or replacement equipment and requested retention of replaced equipment. The following controls are used to manage the fleet size:

- Departments are required to present a business case to the Fleet Utilization Review Committee when requesting additional vehicles or enhanced replacements. Approval is contingent on meeting all of the following criteria:
  - The additional vehicle/equipment is required as a result of a change in the service delivery strategy or quantity of work to be done;
  - There are no other suitable fleet units that could be re-deployed, and
  - Ownership is the best option to obtain the equipment.

- Fleet replacements – Approval for replacement of fleet vehicles and equipment is contingent on satisfactory utilization of the equipment being replaced. Where the utilization of the existing equipment does not meet the minimum utilization criteria, the replacement must be supported by a business case.

Fleet Age

The success of achieving and maintaining the optimal fleet size is largely dependent on the ability to properly manage the age of the fleet. In the past, as the fleet aged and equipment reliability declined, some replaced vehicles were retained as spares to provide the required availability. The result was an old, large and under utilized fleet that was costly to maintain. An appropriate average fleet age requires fewer spare units, and consequently a smaller, better utilized and cost efficient fleet. The following table shows the current and target age of the fleet.

Fleet Vehicle Age (Years)

Equipment Type	Current	Target
Light Trucks	8.1	7.5 - 8.5
Heavy Trucks	8.3	7.0 - 8.5
Heavy Equipment	9.3	8.5 - 10.0
Turf and Light Industrial Equipment	7.1	6.0 - 7.0
Trailers	12.3	10.0 - 12.0

The ongoing challenge is to manage the age of the fleet in a planned and fiscally responsible manner. Replacements are prioritized based on highest cost benefit and urgent operating department needs. Each year, a replacement plan is produced that identifies replacements for the following year and projections for the next five and twenty years. This long-term planning is required to stabilize the capital requirements from year to year.

Alignment with Corporate Strategy

The 2008 Fleet Replacement Plan demonstrates alignment with the City of Regina Corporate Strategic Plan, including Council's vision of an attractive and sustainable community and the following strategic priorities:

- **Strengthen City Infrastructure & Manage Assets** – The 2008 Fleet Replacement Plan and 2008 – 2012 Fleet Capital Program demonstrates prudent lifecycle management of the City's investment in its fleet assets.

- **Achieve Operational Excellence** – Client departments rely on Fleet Services to provide vehicles and equipment that are available, reliable, suitable, and cost effective. **Operating departments are able to provide their services most effectively and efficiently when provided with reliable equipment that is properly matched to the work performed.** Replacing the vehicles identified in the 2008 Replacement Plan will help Fleet Services meet customer expectations.

- **Ensure Organizational Capacity and Effectiveness** – The Fleet Capital Program contributes to a contemporary workplace. Many City of Regina employees spend the majority of their working time operating or riding in vehicles. Timely replacement of fleet vehicles provides a comfortable, safe, and modern work environment for use by employees in the performance of their duties. A well-managed and maintained fleet can help attract and retain talent and improve employee morale, satisfaction, and productivity.

Facilities and Energy Management

Capital Summary ($000's)	2008	2009	2010	2011	2012
Capital Expenditures					
1. City Hall:					
- General allocation	255	270	110	170	250
- Elevator upgrades	-	350	560	-	-
- Main floor renovations	150	1,000	-	-	-
- Meeting Room Functionablity Upgrade	150	-	-	-	-
- 14th and 15th Floor Renovations	1,000	-	-	-	-
- Spandrel panels	-	-	350	-	-
- City Hall parkade repair	1,600	-	-	-	-
- Lower Roof Replacement	100	-	-	-	-
- Showers	-	-	-	-	75
2. Fleet Garages:					
- General allocation for renovations and improvements	167	-	92	50	135
- Fleet Services Office Renovation	-	-	-	200	-
- Heavy Fleet Garage - Ventilation Improvement	-	-	-	-	50
3. Other Facilities and Equipment:					
- Central Stores - General Allocation	-	-	-	-	60
- General Allocation - Facility Capital Planning Program	50	50	50	50	50
- General allocation - acquired properties	-	-	100	200	100
- General allocation - Operational, Yard and Field Administrative Facilities	429	428	1,700	-	-
- General allocation - Operational, Yard and Field Public Works	-	3,000	-	1,750	2,250
- General allocation - renovations and improvements for civic facilities	100	200	250	250	250
- Allocation for energy management projects in civic facilities	-	50	50	50	100
- Employee provided parking (Non-City Hall)	-	10	-	120	20
Total Expenditures	**4,001**	5,358	3,262	2,840	3,340
Capital Funding					
Current Contributions to Capital	3,401	5,348	3,262	2,720	3,320
Employee Provided Parking Reserve	600	10	-	120	20
Other Provincial Grants	-	-	-	-	-
Total Funding	**4,001**	5,358	3,262	2,840	3,340

The Facilities and Energy Management Department is responsible for the space planning, construction project management, physical plant maintenance and the operation of the majority of City-owned facilities. Capital requirements for facilities associated with the delivery of programs are reflected in the capital budgets of the Divisions and Departments responsible for the program delivery. This includes Community & Protective Services (Fire, Transit, and Community Services Departments) and Public Works (all Departments). Facilities used by the Board of Police Commissioners are addressed in the Regina Police Service capital program. Capital funding through the Facilities and Energy Management section of the General Capital Program include:

City Hall

- **General Allocation** - This project is required to keep the City Hall in a reasonable state of repair such that City programs can continue to effectively operate at the complex. The work typically includes all physical plant maintenance and some renovations but does not include major enhancements or additions to the facility. In 2008, some additional funding is provided ($150,000) to support renovations that are a result of the continuing reorganization. In 2009, $100,000 is allocated to the replacement of the 2nd floor computer server room air conditioning unit and in 2012, $175,000 to the replacement of a cooling tower.

- **Elevator Upgrades** - The existing elevators are original and require frequent maintenance. This funding provides for the upgrade of existing elevators with modernized electrical and mechanical components.

- **Main Floor Renovations** - Funding in 2008 is planned for consulting to design renovations to the main floor to address the program requirements identified in the Customer Service Strategy. In 2009 funding will be used to renovate the main floor of City Hall to realize the design and improve Customer Service to visitors of City Hall. The design and construction will also address security requirements for the office tower.

- **Meeting Room Functionality Upgrades** - This funding will outfit the upgraded meeting rooms adjacent to Henry Baker Hall (HBH) to provide full functionality and meet the needs of users. This work is to be completed in conjunction with HBH renovations and will provide for more flexible meeting space throughout the day, and limit after hour meetings to the main floor of City Hall, ensuring a more secure tower.

- **14th and 15th Floor Renovations** - Renovate the 14th and 15th floors of City Hall to accommodate new organizational needs.

- **Spandrel Panels** - Spandrel panels are the black architectural glass panels located between the windows on the outside of City Hall. Planned replacement of all original spandrel panels is scheduled for 2010.

- **Parkade Restoration** - A consultants report recommended structural repairs to the City Hall parkade to avoid costlier repairs in the future. In 2005, repairs were made to the stairwells and drainage issues were corrected. This, more comprehensive, final phase of the project encompasses major restoration on the 2nd and 3rd floor and includes the installation of new ramp heaters and an impervious membrane to prevent further deterioration

- **Lower Roof Replacement** - At the completion of this project, the entire lower roof of City Hall will have been replaced along with a fall restraint system (OH&S requirement).

Fleet Garages

- **General Allocation** - Funding to be used to address maintenance requirements identified in the Public Works Yard maintenance audit conducted by Facilities, including the replacement of worn overhead doors on the west side of the Light Fleet Garage. Additional expenditures in 2012 include the installation of a new HVAC unit for the training room.

- **Fleet Services Office Renovations** - In 2011 renovations are planned for the Fleet Services Administrative Office area to provide more contemporary and employee friendly office and meeting space.

Other Facilities and Equipment

- **General Allocation** – Facility Capital Planning Program - Multi-year funding to complete and update the Facility Capital Planning program through assessment of Facilities.

- **General Allocation** – Acquired Properties - Funding to improve property acquired through the tax title process or other means to make it saleable or rentable. Projects may include demolitions, environmental clean-up, leasehold improvements, and other repair or maintenance projects.

- **General Allocation** – Operational Yard & Field Administration Facilities (Parks & Facilities Yard) - This includes spending for the construction of the new shop building in the Parks Yard to accommodate Parks and Facilities employees currently located in the Forestry building and the GM plant. Funding in 2010 includes upgrades to the Chrysler building in the Parks Yard, creating heated vehicle storage for Parks and Facilities equipment. It also includes the demolition of old buildings in accordance with the consultants review completed in August of 2006.

- **General Allocation** – Operational, Yard and Field, Public Works - Funding required to proceed with construction of new facilities following the recommendations of the strategic facility plan for the Public Works Yard.

- **General Allocation** – Civic Facilities - Funding required to support capital repairs or improvements to civic facilities including accessibility improvements, code/safety compliance, security systems, roof repairs, backflow prevention, HVAC replacement, asbestos and mould management and parking lot improvements.

- **Energy Management Funding** - Funding to implement energy management projects in City facilities. Projects under consideration for the next 5 years include, Sandra Schmirler pool cell lighting, City Hall parkade lighting and solar water heating.

- **Employee provided parking (Non- City Hall)** - Funding to provide capital maintenance at employee parking sites other than City Hall. 2011 includes funding to pave the staff parking area in the Parks Yard. This program is funded from the Parking Reserve.

Other Capital Work to be completed in 2008

The capital work plan for 2008 also includes significant work that is supported by carry forward funding from previous years. The most significant include:

- Completion of Henry Baker Hall upgrades.

- Completion of the new Parks and Facilities administrative building in the Parks Yard.

All other capital initiatives are outlined in the capital programs for the departments responsible for program delivery from those facilities.

Information Technology

Capital Summary ($000's)	2008	2009	2010	2011	2012
Capital Expenditures					
1. Print and Mail Services	**75**	95	15	-	210
2. Business Technology:					
- General Allocation	**548**	1,990	2,180	2,100	1,987
Total Expenditures	**623**	2,085	2,195	2,100	2,197
Capital Funding					
Current Contributions to Capital	**548**	1,990	2,180	2,100	1,987
Technology Reserve	**75**	95	15	-	210
Total Funding	**623**	2,085	2,195	2,100	2,197

Business Technology – General Allocation

The role of business technology is to support the delivery of civic services. Service delivery includes water and sewer services, waste collection and disposal, traffic control, transit, road and infrastructure maintenance, fire control, recreation facilities and programs, land-use planning, permits, building inspections, property assessment and taxation, regulatory functions and many others.

The City uses technology to enhance the quality and delivery of services for the benefit of citizens. The goal is to fully integrate all aspects of the City's business, including service delivery, workflow, staffing, front-line and support activities. Electronic service delivery initiatives allow city services to become more accessible and responsive to the needs of citizens. Technical initiatives such as the wireless expansion of the municipal area network allow employees to access information and be more responsive to work requirements. Both types of initiatives support the efficiency, effectiveness, reliability and affordability of services.

The Business Technology capital program is developed based on the needs of the corporation. Project proposals are prepared by the business areas and then reviewed and prioritized by the Business Technology Steering Committee, which consists of representatives from each business division. The ranking criteria takes into consideration the initiative's fit with the division's business technology plan, the opportunity to enhance customer service and financial considerations, along with integration to the corporation's strategic priorities. The allocation of funding and resources is targeted to the highest-ranking initiatives based on these criteria. The portfolio of initiatives and priority ratings are updated regularly through internal reviews and external factors such as legislative changes. Business Technology capital projects often span more than one fiscal year. Circumstances such as vendor delays, corporate priorities changing or refocusing on essential services can impact the specific timing of expenditures and project completions.

The initiatives planned and underway for 2008 are outlined in the following summaries. The initiatives will be funded from a combination of authorized but unspent capital plus the 2008 allocation. Some projects will extend beyond 2008, affecting the timing of these budgeted expenditures.

The following table provides information on the projected capital funding and capital expenditures for Business Technology, taking into account the carry-forward capital funds as of the end of 2007.

Business Technology Capital Projections for General Allocation Funding

Capital Project Descriptions	2007	2008	2009	2010	2011	2012
Business Applications						
Customer Service Automation	-	100	90	120	110	72
Records Management System	-	25	-	-	-	-
eCouncil	-	20	35	50	55	-
Contract Management System	-	75	-	-	-	-
Community Programming	12	28	-	80	-	-
Transit Automation	27	-	195	95	340	-
Fire Dept Automation	-	40	-	-	55	-
Tax & Assessment Systems	91	115	95	85	50	250
Human Resources Systems	43	60	180	150	30	30
Financial Systems	-	240	80	100	110	250
Cash Management	-	20	140	-	-	-
Facility Capital Planning	14	87	-	-	-	-
Parking Ticket System	4	260	-	25	-	25
eGov/Web-site Initiatives	153	297	135	140	110	110
Enterprise GIS	4	74	40	50	90	60
Corporate Automated Training	101	70	20	15	50	30
Electronic Document Mgmt	-	-	260	235	130	60
Asset Maintenance Management	1	92	190	120	100	10
Planning Automation	-	225	225	150	75	100
Future Application Requirements	-	-	-	200	200	275
Subtotal	**450**	**1,828**	**1,685**	**1,615**	**1,505**	**1,272**
Supporting Infrastructure						
Back Office Infrastructure	57	110	50	100	75	100
Network Infrastructure	113	590	475	325	225	225
Information Security	62	30	20	20	30	30
Disaster Recovery/UPS	-	45	95	50	20	10
Desktop Infrastructure	43	89	20	25	200	315
Warehouse Decision Support	23	50	35	45	45	35
Oracle Licensing	-	159	50	-	-	-
Mail Inserter	-	-	60	-	-	-
Digitial Print/Mail Infrastructure	30	95	95	15	-	210
Subtotal	**328**	**1,168**	**900**	**580**	**595**	**925**
Total Allocations	**778**	**2,996**	**2,585**	**2,195**	**2,100**	**2,197**
Capital Funding - Start of Year	2,301	2,873	500	-	-	-
Business Technology Allocation	1,290	548	1,990	2,180	2,100	1,987
Technology Reserve Transfer	60	75	95	15	-	210
Projected Allocations for the Year	(778)	(2,996)	(2,585)	(2,195)	(2,100)	(2,197)
Capital Funding - End of the Year	2,873	500	-	-	-	-

Notes:
The timing and dollar value of projected projects is subject to change. Capital funding will be reviewed on an annual basis to ensure the funding is available in a given year. If necessary, projects would be deferred to ensure a funding shortfall did not occur.

Business Applications

Customer Service Automation – Upgrading the existing Hansen call center application. This application needs to be upgraded prior to implementation of the Planning, Building Inspection and Bylaw Enforcement suite, which are also Hansen modules. It is important that the City continue promoting the suite-based software option as we move toward a 2008-2009 implementation.

Records Management System – Purchasing additional licenses for continued implementation of records management.

eCouncil – $20,000 - Providing wireless capability within Henry Baker Hall, the south meeting room and the Councillor's Lounge, allowing the Administration and members of Council with a wireless connection to the corporate network.

Contract Management System – The Legal Department currently manages all of their contracts using a manual Bring Forward system. A contract management system would automate this process. An automated contract management system would increase productivity by providing such functionality as keyword search capabilities, email alarms/notifications, indexing of contracts and security roles.

Community Programming – Customer Surveying - The software will enable the Division to increase its ability to conduct customer evaluations and market research, to evaluate existing programs and services and to develop improvements accordingly, thereby attracting new customers and retaining existing customers.

Fire Department Automation – The Roster/Scheduling module integrates with the FDM Records Management (Inspections, Incidents), Computer Aided Dispatch and Training modules currently implemented within Fire. This module also replaces an internally developed application used to track sick and vacation banks. A roster and scheduling system will assist in efficiently and effectively scheduling the appropriate (trained, certified) firefighters at each firehall.

Tax and Assessment Systems – In 2006 – 2007 the City acquired the source code of the Tax and Assessment software from the vendor due to poor performance. We now use internal staff to upgrade the code and add modifications to it. This resulted in substantial capital savings (about $325,000) compared to what was budgeted ($425,000) for having the vendor make the modifications. Additional modifications by internal operating staff are planned for 2008 to handle the 2009 reassessment, on-line tax certificates and some module rewrites.

Human Resources Systems – An upgrade and implementation of additional modules of the Human Resources system (VIP) was planned for 2007. Due to resource availability within both HR and ITS, this was not accomplished. 2008 will see a new version of VIP installed.

Financial Systems – This project will provide experienced Oracle consulting support to the in-house Oracle Financials Upgrade project teams (ITS and Finance). This support includes expertise in the following knowledge areas: Detailed functional knowledge of each of the Oracle business applications contained within the Oracle Financials application (especially those currently used by the City), technical knowledge of the installing and configuring processes for the Oracle Financials software, and technical knowledge of the customization processes for the Oracle business applications.

Cash Management – The business area requires new functionality for tracking and maintaining dog and cat licenses. The existing database is "homebuilt" in MS-Access and is part of a multiple licensing system. The database has become unwieldy and unsupportable. There are animal license software vendors available and an initial scan of products has identified several alternatives available.

Facility Capital Planning – Finish implementation of a solution which will assist Facilities & Energy Management in the long term capital facility planning process, based on the information available through a lifecycle analysis of their assets. The system will be used to quantify unfunded capital backlog, calculate the Facility Condition index and forecast the ongoing capital renewal costs for all facilities. The system will help determine the capital maintenance events that would be scheduled each year, along with their effects on the cost, condition index, and risk measures.

Parking Ticket System – Completion of the Parking Enforcement and Parking Ticket Handheld projects. Also, the Parking Permit Module project will inventory and administer parking permits for Residential,

Visitor, Taylor Field, City, Privileged, and Disabled Parking. This is an addition of an integrated module with an existing application.

eGov/Web Site Initiatives – This project integrates and provides the foundation and ongoing delivery of electronic services, information and customer service over the internet. The major initiative in 2007 was the website rebuild for regina.ca integrating reginatransit.com and acquisition of a content management system and search engine. 2008 includes the completion of the website rebuild project, full roll out of the content management system, including workflow capabilities, and the rebuild and redesign of Insite (intranet).

Enterprise GIS – Corporate support for GIS technologies has been centralized within ITS. This project is to maintain the operational viability and legal licensing compliance of the corporate GIS and Spatial Data Systems. This includes proper and adequate licenses for the ESRI Arc software suite. Implementation of the ArcGIS Server will provide the back office foundation for GIS related field data gathering and mobile workforce capabilities for areas such as Assessment, Roadways and Bylaw Enforcement. The oblique pictometry project will acquire a subset of oblique images (taken at an angle) of the City to determine the applicability for use with in the City planning and engineering divisions. Oblique images enable easier recognition of neighbourhoods and buildings. Up to 12 views per location provide an accurate visual description of property assets and conditions. This provides the ability to measure distances, heights and areas of buildings and properties.

Corporate Automated Training – The City purchased a software package called OnDemand in 2007. It is used for documenting on-line user help for our applications and processes. This software allows subject matter experts in all departments to create their own online documentation. This tool is also extremely effective in quickly updating documentation when processes change. Since the concept involves gathering information before current staff move on to other roles or retires, there is some urgency involved. This project continues expanding the use of this tool.

Asset Maintenance Management – Barcode scanning project was initiated in 2007 for Central Stores to improve their business processes and increase customer service. In 2008, we will trial mobile SPL service with Public Works. SPL users want to roll-out to operating groups however data entry interface is cumbersome. Oracle can provide programming to simplify data entry.

Planning Automation – Two separate projects looking at automating the Urban Planning and Building Permits divisions were combined. Using workflow, this will integrate the administration of planning, building permits and building inspections. The project team reviewed various software options and made site visits. They determined the best solution would be to purchase modules from Hansen to integrate with our call centre suite. In June 2007, Hansen was purchased by Infor, just as the City was obtaining pricing. During Infor's organizational flux of the merger and acquisition of Hansen we were unable to get a reasonable response, similar to other municipalities experiences. Infor now has resolved their issues and we are moving forward with the integrated suite of product from Hansen/Infor. This is a two-year initiative.

Supporting Infrastructure

Back Office Infrastructure – This covers the ongoing activities required to upgrade and maintain the City's fleet of servers and storage systems. The City's future applications and storage requirements depend on this infrastructure being available when needed. There is also a project to expand the capacity of the City's storage area network (SAN) to meet growing data storage requirements.

Network Infrastructure – This involves three major initiatives:

- **Point-to-Point Wireless** – ITS has been evaluating and planning to implement wireless technology over the last two years. Currently we are piloting point-to-point wireless with GlenTel/Motorola. The pilot will be complete in 2008 and so far the results are favourable. If the early success continues, we will roll out point-to-point wireless to various City's offices (Fire Halls, Rec Centers, etc.) and locations (Traffic intersections, lift stations, etc.) that require a connection

to the computer network. This project will reduce operating costs by eliminating leased data line charges, while also improving network speed and allowing access to more locations.

- **Mobile Wireless** – The second phase of the City's wireless network expansion strategy. It will use wireless technology to allow the City's field employees to connect to the network. Many Core Service Review suggestions involved extending automation to the field workers. This technology will allow departments to gather information from field workers to improve their programs and provide workers with information that allows them to perform their job more effectively.

- **Switch upgrade** – to improve the City's network switches' reliability and to accommodate future voice (VoIP) and video traffic.

Information Security – This initiative focuses on improving the City's security posture. It involves adding and upgrading security solutions (hardware & software) required to keep the City's data safe and secure.

Disaster Recovery/UPS Planning – This initiative will focus on developing a disaster recovery plan for the City's IT infrastructure. It will involve reviewing the current plan (developed for Y2K) and establishing an updated plan that supports the Corporation's business continuity plans.

Desktop Infrastructure – There are three initiatives planned:

- **Windows Upgrades** – Part of the regular life cycle management process, providing a longer support life cycle for the City's approx. 1,000 corporate desktops plus provide new features that will assist in securing the environment. We will upgrade to Windows XP in '08/'09 and then evaluate Windows Vista and other desktop operating systems (i.e. Linux) in the future.

- **Service Desk Client Services Module** – Service Desk Express is the application used by the ITS Service Desk to track and report on all corporate computer assets as well as requests for service/incidents received from clients in the business areas. Implementation of the Client Services module will provide our customers with access to create their own requests.

- **Corporate Software True-up** – A review is completed annually to verify the number of Microsoft licenses being used on corporate desktops compared to the number purchased. To ensure compliance, a true-up or purchase of additional licenses is done. **Funding for this is provided from the Technology Reserve.**

Warehouse Decision Support – This project provides operational viability and ongoing licensing compliance for the corporate warehouse and reporting systems. This includes proper and adequate licenses for Crystal Reports Server, Data warehouse, data transfer and loading tools, and data modeling tools.

Oracle Licensing – City users have continued to be added to the Oracle databases as more and more people access the applications. This project will review our licensing model and purchase the additional licenses to ensure that we remain in compliance.

Digital Print/Mail Infrastructure – This involves two initiatives:

- Upgrading the existing printing press, which will allow the Print Services area to continue to produce existing work with better quality and in a more timely and efficient manner. Outside service providers are used and will continue to be used for specialized requests and when workload surpasses resources. However, providing some types of press services in house saves the corporation money in terms of turnaround time and cost (labour and material).

- Computer to Plate – This project will add new equipment in the Print Services area allowing for work on the press to be produced in a timelier manner, plus saving the corporation money in terms of cost and turnaround back to the customer.

Regina Police Service

Capital Program Summary

	2008	2009	2010	2011	2012	Five Year Total
Capital Expenditures ($000's)						
Facilities	**393**	425	203	140	421	1,582
Communications	**20**	-	50	40	-	110
Information Technology	**284**	554	514	374	336	2,062
Emergency Services Equipment	**148**	113	125	20	25	431
Municipal Justice Building	**-**	-	-	5,400	5,400	10,800
Total Expenditures	**845**	1,092	892	5,974	6,182	14,985
Capital Funding ($000's)					-	
Current Contributions to Capital	**845**	1,092	892	5,974	6,182	14,985

The information in this summary is based on the 2008 – 2012 Capital Budget submission of the Board of Police Commissioners. Additional information on the capital expenditures is provided in the budget of the Board of Police Commissioners submitted to City Council on January 28, 2008 (Report CR08-2).

General Capital Program Funding

General Capital Investment Program Funding

Capital Funding Summary

Capital Funding Source ($000's)	2008	2009	2010	2011	2012	Five Year Total
Current Contributions to Capital						
Civic Capital Projects	**12,604**	15,556	15,341	18,617	25,111	87,229
Police Capital Projects	**845**	1,092	892	5,974	6,182	14,985
	13,449	16,648	16,233	24,591	31,293	102,214
Debt	**25,500**	10,000	5,000	-	-	40,500
Internal Reserves and Transfers						
General Fund Reserve	**7,779**	2,730	4,800	2,800	1,900	20,009
Transfer From Utility - MRIF	**1,700**	-	-	-	-	1,700
Landfill Reserve	**2,745**	4,810	11,500	7,350	6,600	33,005
Golf Course Reserve	**230**	220	415	580	240	1,685
Cemetery Reserve	**111**	26	26	58	24	245
Equipment Replacement Reserve	**4,586**	4,597	4,589	4,236	4,445	22,453
Transit Equipment Reserve	**-**	-	-	-	-	-
Employee Provided Parking Reserve	**600**	10	-	120	20	750
Technology Reserve	**75**	95	15	-	-	185
Asphalt Plant Reserve	**180**	150	200	150	-	680
	18,006	12,638	21,545	15,294	13,229	80,712
Capital Grants						
Gas Tax Grant	**5,500**	11,100	11,100	11,100	11,100	49,900
Transit Grant	**3,690**	1,605	2,460	820	1,500	10,075
Paratransit Capital Grant	**55**	55	55	300	300	765
Municipal Rural Infrastructure Fund	**1,300**	-	-	-	-	1,300
Federal/Provincial Capital Grants	**-**	5,615	5,575	5,030	7,000	23,220
	10,545	18,375	19,190	17,250	19,900	85,260
External Funding						
Roadways Servicing Agreement Fees	**2,541**	9,079	3,928	2,183	5,956	23,687
Parks and Recreation Servicing Agreement Fees	**775**	600	918	1,696	994	4,983
Roadways Servicing Agreement Agreement Fee Credits	**1,258**	931	-	-	425	2,614
Dedicated Lands Contributions	**25**	-	-	-	-	25
Contributions from Developers	**2,246**	1,670	520	220	220	4,876
Other External Contributions	**100**	2,615	15	223	25	2,978
	6,945	14,895	5,381	4,322	7,620	39,163
Total Capital Funding	**74,445**	**72,556**	**67,349**	**61,457**	**72,042**	**347,849**

Key elements of the funding plan for the 2008 – 2012 General Capital Program include:

- **The 2008 - 2012 General Capital Budget was developed on the assumption that $23 million in additional Federal/Provincial capital funding will be provided for 2009 and subsequent years.**

The criteria for federal and provincial funding through the Building Canada Fund has not yet been determined.

- **The 2008 - 2012 General Capital Program includes debt financing of $25.5 million in 2008. An additional $15 million is projected for 2009 and 2010.** The specific timing of future debt would depend upon specific projects to be confirmed in each future year.

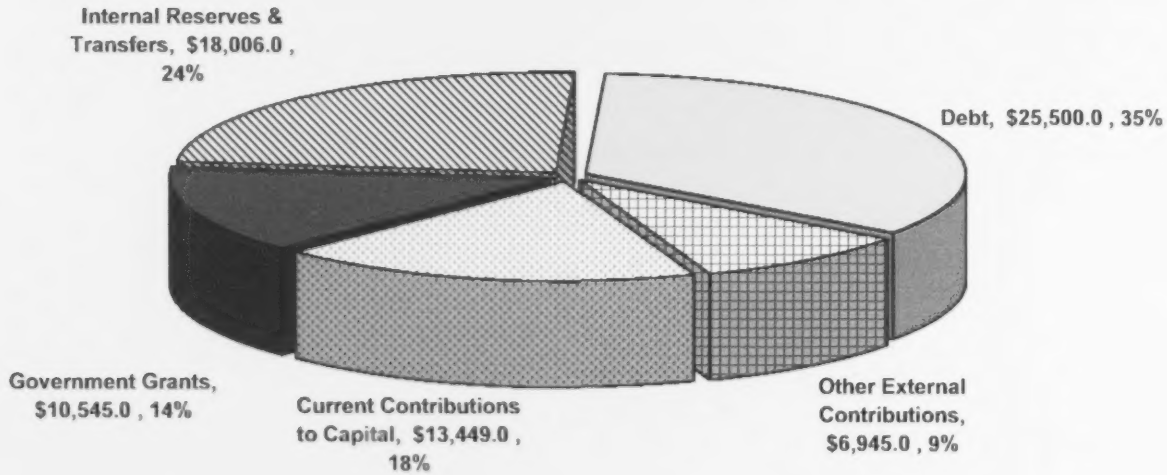
- In 2011 and 2012, there is a significant capital requirement relating to the Municipal Justice Building used by Regina Police Services. Without other funding sources, the requirement for these funds would reduce the City's capital funding available for other purposes or place significant pressure on tax rates. Over the next four years, a plan for financing this project will be developed between the Regina Police Services and the City of Regina.

- The funding plan incorporates the use of internal reserves such as the Equipment Replacement Reserve, Asphalt Plant Reserve, Golf Course Reserve and Cemetery Reserve. There is also funding required from the General Fund Reserve. Capital funding from the General Fund Reserve in the 2008 - 2012 General Investment Capital Program includes:

  - $5,080,000 for Land Development, including $4.4 million for industrial land development in Ross Industrial Park.
  - $765,000 for a portion of the costs of the interchange at Highway #1 and Lewvan Drive.
  - $500,000 for funding under the Urban Development Agreement for projects carried out jointly with the Federal and Provincial governments.
  - $100,000 for Globe Theatre Renovations and $50,000 for artificial turf at the University of Regina.

2008 General Capital Funding

Sources of Capital Funding – 2008
(thousands of dollars)


Internal Reserves & Transfers, $18,006.0 , 24%
Debt, $25,500.0 , 35%
Government Grants, $10,545.0 , 14%
Current Contributions to Capital, $13,449.0 , 18%
Other External Contributions, $6,945.0 , 9%

For the 2008 General Capital Budget the current contributions to capital include:

- Current contributions to capital to fund the capital program submitted by the **Board of Police Commissioners**. **The projected requirement for 2008 is $845,000.** The required contributions are **a decrease of $106,000** as compared to the current contributions of $951,000 in 2007.

- Current contributions to fund the general portion of the General Capital Program. **The current contributions to capital for 2008 for the general portion of the General Capital Program are $12.6 million, a decrease of $3.1 million offset by the use of debt financing.**

Internal Reserves

General Fund Reserve

The General Fund Reserve is the primary general-purpose reserve maintained by the City. The major sources of transfers to the reserve are the operating surplus, the net revenue of the Real Estate operations (primarily revenue from the sale of land), and unexpended capital funds that are returned to the reserve. The following table provides a projection for the General Fund Reserve.

General Fund Reserve ($000's)

	2008	2009	2010	2011	2012
Reserve Balance - Start of Year	21,189	11,494	11,074	10,974	10,974
Projected Requirements:					
Government House Funding	(20)	(20)	-	-	-
Reassessment 2009	(396)	-	-	-	-
General Operating Budget	(1,400)	-	-	-	-
Scotties Tournament of Hearts	(50)	-	-	-	-
National Comedy Festival	(50)	-	-	-	-
International Junior Hockey Tournament	-	(250)	(100)	-	-
Civic Election in 2009	-	(150)	-	-	(150)
Funding Required for Capital Program:	-	-	-	-	-
Land Development	(5,080)	-	-	-	-
Ross Avenue	(1,284)	-	-	-	-
Highway #1 & Lewvan	(765)	-	-	-	-
University of Regina Artificial Turf	(50)	-	-	-	-
Globe Theatre Renovations	(100)	-	-	-	-
Urban Development Agreement	(500)	-	-	-	-
Reserve Balance - End of Year	11,494	11,074	10,974	10,974	10,824

Industrial Land Reserve

An Industrial Land Reserve has not been formally approved by City Council, but has been considered as a method of funding industrial land development, and separating those cash flows which are subject to significant uncertainty from the projections for the General Fund Reserve. The following forecast has been prepared based on projections of land sales provided by MKI Consultants in the Industrial Growth Study, carried out in 2007.

Proposed Industrial Land Reserve ($000's)

	2008	2009	2010	2011	2012
Reserve Balance - Start of Year	-	6,250	9,770	11,220	14,670
Contributions to the Reserve - Land Sales	6,250	6,250	6,250	6,250	6,950
Funding Required for Capital Program					
Land Development	-	(2,730)	(4,800)	(2,500)	(1,300)
Roadways Construction	-	-	-	(300)	(600)
Reserve Balance - End of Year	6,250	9,770	11,220	14,670	19,720

The timing for land sales is highly uncertain, and capital spending would depend upon the pace of those sales. During 2008, a report outlining policy options for the creation of this type of reserve will be provided to City Council, including policies for the maximum balance to be retained in the reserve, and the proposed distribution of any excess. These projections assume that the General Fund Reserve provides initial funding for 2008 construction, with future year's capital requirements funded through land sales.

Landfill Reserve

The Landfill Reserve is funded through a transfer from the General Operating Budget. The transfer is the net revenue from landfill operations (including an amount for the disposal of waste collected through the residential collection program) less the net cost of the waste minimization programs. A 20-year landfill financial model is maintained to determine landfill rates, taking into account revenues, operating costs, and capital requirements. In 2008 and 2009, in total, funding of $5.5 million from Gas Tax Grants is used to fund landfill projects. An offsetting amount is used to fund Street Infrastructure Renewal projects.

Landfill Reserve ($000's)

	2008	2009	2010	2011	2012
Reserve Balance - Start of Year	12,614	13,455	13,290	6,684	4,288
Contributions to the Reserve	3,586	4,645	4,894	4,954	4,848
Funding Required for Capital Program	(2,745)	(4,810)	(11,500)	(7,350)	(6,600)
Reserve Balance - End of Year	13,455	13,290	6,684	4,288	2,536

Golf Course Reserve

The Golf Course Reserve is used to fund golf course capital projects. Contributions to the reserve are from the annual operations of the golf courses. The net revenue after deducting operating expenditures and an allowance for administrative costs is transferred to the reserve. The following table provides a projection for the reserve for the next five years.

Golf Course Reserve ($000's)

	2008	2009	2010	2011	2012
Reserve Balance - Start of Year	347	418	498	384	105
Contributions to the Reserve	301	300	301	301	301
Funding Required for Capital Program	(230)	(220)	(415)	(580)	(240)
Reserve Balance - End of Year	418	498	384	105	166

Cemetery Reserve

The Cemetery Reserve is used to fund cemetery capital projects or a loss in the cemetery operations. The annual contribution to the reserve is the net revenue from the cemetery operations after deducting operating expenditures. The Cemetery Management Strategy, approved by Council in 1996, and the Cemetery Financial Plan serve as the primary planning tools in managing the operation of the two cemeteries. The condition of the Cemeteries Program and current developments in the industry requires review and a revised strategy to be prepared. The following table provides a projection for the reserve for the next five years.

Cemetery Reserve ($000's)

	2008	2009	2010	2011	2012
Reserve Balance - Start of Year	435	352	352	352	352
Contributions to the Reserve	28	26	26	58	24
Funding Required for Capital Program	(111)	(26)	(26)	(58)	(24)
Reserve Balance - End of Year	352	352	352	352	352

Equipment Replacement Reserve

The Equipment Replacement Reserve is used to fund the replacement of vehicles and equipment, excluding the vehicles and equipment used by the Transit, Fire and Police Departments. The reserve is used to fund the replacement of existing equipment, not expand the equipment fleet. Additional equipment is funded separately through the capital program. The amount transferred to the reserve each year is the depreciation charge on the existing fleet of vehicles and equipment.

Equipment Replacement Reserve ($000's)

	2008	2009	2010	2011	2012
Reserve Balance - Start of Year	358	487	704	1,069	1,979
Contributions - Equipment Depreciation	4,715	4,814	4,954	5,146	5,230
Funding Required for Capital Program	(4,586)	(4,597)	(4,589)	(4,236)	(4,445)
Reserve Balance - End of Year	487	704	1,069	1,979	2,764

Asphalt Plant Reserve

The Asphalt Plant Reserve funds the capital requirements and maintenance costs of the asphalt plant. The reserve is funded through a charge on the asphalt produced in the plant. The charge is $5.00 per tonne. The charge includes $2.50 per tonne for funding of capital requirements and $2.50 per tonne for maintenance costs. The following table provides a projection for the reserve for the next five years.

Asphalt Plant Reserve ($000's)

	2008	2009	2010	2011	2012
Reserve Balance - Start of Year	1,019	1,054	1,119	1,134	1,199
Contributions to the Reserve	215	215	215	215	215
Funding Required for Capital Program	(180)	(150)	(200)	(150)	-
Reserve Balance - End of Year	1,054	1,119	1,134	1,199	1,414

Employer Provided Parking Reserve

The Employer Provided Parking Reserve is funded from parking fees paid by employees. The net fees, after deducting operating costs, are transferred to the reserve to fund capital requirements for the parking facilities. The facilities include the parkade at City Hall and parking lots at other civic facilities.

Employer Provided Parking Reserve ($000's)

	2008	2009	2010	2011	2012
Reserve Balance - Start of Year	492	24	169	301	313
Contributions to the Reserve	132	155	132	132	132
Funding Required for Capital Program	(600)	(10)	-	(120)	(20)
Reserve Balance - End of Year	24	169	301	313	425

Technology Reserve

The Technology Reserve is funded from the net revenue generated from the print and office services (computer leasing) programs. These services are budgeted to provide a small surplus to fund the replacement of equipment for the print and office services operations, and if required, to offset a shortfall in the operation of the services.

Technology Reserve ($000's)

	2008	2009	2010	2011	2012
Reserve Balance - Start of Year	508	468	408	428	463
Contributions to the Reserve	35	35	35	35	35
Funding Required for Capital Program	(75)	(95)	(15)	-	-
Reserve Balance - End of Year	468	408	428	463	498

Transit Equipment Reserve

The Transit Equipment Reserve funds the replacement of transit vehicles and equipment, other than transit and paratransit buses. On an annual basis, $22,000 is transferred to the reserve.

Transit Equipment Reserve ($000's)

	2008	2009	2010	2011	2012
Reserve Balance - Start of Year	142	164	186	208	230
Contributions to the Reserve	22	22	22	22	22
Funding Required for Capital Program	-	-	-	-	-
Reserve Balance - End of Year	164	186	208	230	252

External Capital Funding

Servicing Agreement Fees

Servicing Agreement Fees are established under *The Planning and Development Act, 1983* and are collected when a servicing agreement is entered into between the City and a developer. The agreements require a payment to the City of a predetermined amount per hectare of land within the development area. The funds are intended to be used towards the construction of infrastructure to support new development. Funds are not managed on a specific project by project basis because infrastructure demands related to new development do not necessarily occur only within the particular development. For example, each new development places some burden on wastewater treatment facilities and major arterials.

City policy determines the types of projects eligible for Servicing Agreement Fee funding and the percentage of eligible project costs.

In the case of roadways, water, and sewer costs for development, the City would typically incur the costs prior to the full development or an area. In other words, the costs are front ended. Parks and recreation infrastructure costs are generally incurred later in the process.

In 2007, a review of servicing agreement fees including costs related to infrastructure to support new development was carried out by Watson & Associates, an external consultant. This review indicated that Regina's servicing agreement fees, particularly for roadways and utilities, were not adequate to fund the costs of development. The rates had not kept pace with increases in the construction market, and did not reflect the extent of infrastructure that is necessary to support development in all areas of the City where new development is planned.

Even with the significant increase in servicing agreement fees, new development will place significant demands on the tax base to fund the non-developer portion of costs related to new development.

Effective January 1, 2007, Servicing Agreement Fees were increased by 17% to represent an inflationary factor. The detailed study carried out by Watson and Associates was completed in August, 2007, and new rates were implemented effective October 1, 2007, with a further increase effective January 1, 2008. In total, the fees were increased by about 110%.

Previously, servicing agreement fees had been reviewed every five years, with a predetermined inflationary adjustment each year. Because of the level of development currently underway in Regina, rapidly increasing construction costs, and work underway on a number of planning studies, Servicing Agreement Fees will be reviewed prior to June, 2008, with an annual review thereafter.

Roadways Servicing Agreement Fees

Roadways Servicing Agreement Fees are pursuant to The Planning and Development Act, 2007 and are collected when a development agreement is entered into between the City and a developer. The agreements require a payment to the City of $77,164 per hectare of land within the development area. The per hectare charge assumes an increase of 3.5% per annum. Upon execution of a servicing agreement, 30% of the levy is paid, with another 40% within nine months and the balance within a further nine months.

Eligibility for funding is by policy of City Council and includes:

- 85% - 95% of the cost of arterial roads (external to the plan of subdivision)
- A variable percentage for arterial roads (internal to the plan of subdivision)
- 85% to 95% for intersection entrance ways to subdivisions.
- 100% of road widening projects, less repaving costs.
- 18% of interchanges.
- 95% of the cost of traffic signals (internal to plan of subdivision).

Servicing agreement fee revenue is recognized when the funds are spent on an eligible project. However, in many instances, capital projects eligible for servicing agreement fee funding have been undertaken ahead of the funds being received from developers. As such, there is currently a shortfall in servicing agreement fee funding, and shortfalls are projected over the next five years, although the shortfalls have been significantly reduced from previous projections as a result of the servicing agreement fee review and the rate increase.

The projections for Roadways servicing agreement fees are detailed in the following table. The funding projections have been based on the development of 60 hectares per year from 2008 to 2012.

Roadways Servicing Agreement Fees ($000's)

	2008	2009	2010	2011	2012
Balance - Start of Year	(2,477)	(734)	(5,645)	(5,373)	(3,109)
Projected Servicing Agreement Fees Received	4,378	4,354	4,522	4,695	4,790
Interest	(94)	(186)	(321)	(247)	(221)
Total Available	1,807	3,434	(1,444)	(925)	1,460
Funding Required:					
Highway #1 & Lewvan Drive Interchange	(1,235)	(1,235)	(1,850)	-	-
Pasqua St. Corridor Improvements	(82)	-	-	-	-
Courtney St. - East Side 1 Ave N to Dewdney	-	-	-	-	(475)
Gravel Road Upgrading	-	(75)	(75)	(75)	(75)
Prince of Wales Drive - Dewdney to 7th Avenue North	-	-	-	(95)	(950)
Ring Road Widening - Eastbound Between Albert & McDonald	-	-	-	-	(175)
Victoria Ave. Widening from Fleet St. to City Limits	-	(2,314)	-	-	-
Courtney St. - Sherwood Dr. to 1st Ave. East Side	-	(2,565)	-	-	-
Diefenbaker - McCarthy Blvd. to CNR	-	(712)	-	(713)	-
Arcola Ave. - Winnipeg St. to Victoria Avenue	(76)	-	-	-	-
Parliament Ave. and Queen St. Extensions	(170)	(1,530)	-	-	-
Prince of Wales Dr. Extension S. to Wascana Pkwy.	(170)	-	(468)	-	(3,825)
Long Term Property Purchase	-	(510)	-	-	-
Argyle St. N. - Sangster Blvd. to Rochdale Blvd.	-	(40)	(300)	-	-
Ross Avenue (City is Developer)	(770)	-	-	-	-
Fleet St. - Cavendish to Ross	-	(60)	(715)	-	-
Intersection - Saskatchewan Dr. and Albert St.	-	-	(350)	-	-
Prince of Wales Dr. E. Side Eastgate to Dewdney Ave.	-	-	(95)	(855)	-
N.E. Development Arterials-widening McDonald (City)	-	-	-	(190)	(380)
Pasqua St. and Ring Rd. Interchange	-	-	-	(180)	-
New or Enhanced Traffic Signals	(38)	(38)	(76)	(76)	(76)
Total Required	(2,541)	(9,079)	(3,929)	(2,184)	(5,956)
Balance - End of Year	(734)	(5,645)	(5,373)	(3,109)	(4,496)

Roadways Servicing Agreement Fee Credits

A review of the Servicing Agreement Fee (SAF) policy was undertaken in 2007. One of the recommendations from the review is the introduction of "front-ended" growth infrastructure projects and the use of servicing agreement fee credits. With the rapid rate of development being experienced, there is significant new infrastructure required. Although the majority of this infrastructure is to be funded by serving agreement fees, the projects are required in advance of the fees being collected by the City. As a result, developers will be required to enter into servicing agreements with the City and construct work, which would normally be funded from the servicing fee reserve. Through these agreements, the developers would be entitled to an offset in the form of servicing agreement fee credits that would otherwise be payable. The servicing agreement fee credit concept has the potential to benefit the City and the development community in that it allows the developers to proceed with the subdivisions without having to wait for the City to construct infrastructure. The City also benefits in that it can repay developers for infrastructure constructed through servicing agreement fee credits as opposed to cash.

The table below summarizes the Servicing Agreement Fee revenues and Capital Program Requirements for the next five years, net of those projects that will be "front-ended" by developers.

Roadways Servicing Agreement Fee Credits

	2008	2009	2010	2011	2012
Balance - Start of Year	-	1,006	1,499	1,061	623
Front-ended Capital Projects [1]					
Parliament Avenue Extension West of Lewvan Dr.	76	760	-	-	-
Intersection - Parliament Ave. and Lewvan Dr.	19	171	-	-	-
Jim Cairns Boulevard	190				
Intersection - Gordon Rd. and Lewvan Dr.	190	-	-	-	-
Gordon Rd. Extension West of Lewvan Dr.	783	-	-	-	-
Intersection Improve. - Arcola & Woodland Grove Dr.	-	-	-	-	425
Servicing Agreement Fee Credits Reductions[2]	(252)	(438)	(438)	(438)	(523)
Balance - End of Year	1,006	1,499	1,061	623	525

Note: 1. The front-ended capital projects incorporate projected increases for inflation.
2. The Servicing Agreement Credit Fee Reductions assume repayment over a five year period.

Parks and Recreation Servicing Agreement Fees

Parks and Recreation servicing agreement fees are collected when a servicing agreement is entered into between the City and a developer. In 2008, the agreements require a payment to the City of $20,741 per hectare of land within the development area. The per hectare charge assumes an inflationary increase of 3.5% per annum. Within one year of the execution of a servicing agreement, 50% of the levy is paid, with the balance within a further year.

The determination of projects eligible for funding from Parks and Recreation servicing agreement fees is established in *The Planning and Development Act, 1983*. The funding criteria adopted by the City include:

- 75% of the cost of zone level parks and facilities. Projects in the zone level category service an area larger than a single subdivision, generally encompassing several subdivisions. Zone level developments are required as a result of growth and new program concepts.

- 100% of the cost of neighbourhood level parks and facilities. Development of neighbourhood level parks is primarily the responsibility of the developer and is generally included in the development of the subdivision. Due to additional development and subsequent population growth, new park components or facilities may be required.

- 50% of the cost of municipal level parks and facilities. Municipal level parks and facilities serve the city as a whole. The timing of these projects generally results from development and subsequent population growth in new subdivisions.

- 95% of neighbourhood streetscaping.

Servicing agreement fees are deferred revenue, with the revenue not recognized until the funds are spent on an eligible project. The projections for Parks and Recreation servicing agreement fees are detailed in the next table. The funding projections have been based on the development of an average of 60 hectares per year for 2008 through 2012.

Parks and Recreation Servicing Agreement Fees ($000's)

	2008	2009	2010	2011	2012
Balance - Start of Year	3,877	4,511	5,393	6,032	5,951
Projected Servicing Agreement Fees Received	1,245	1,288	1,333	1,380	1,428
Interest	164	194	224	235	247
Total Available	5,286	5,993	6,950	7,647	7,626
Funding Required:					
Lawson Aquatic Centre	-	11	113	-	-
Multi-Purpose Pathway	394	240	300	206	-
Tree Plantings - Major Arterials	188	209	185	142	144
Plant Material Establishment	100	100	100	100	100
Prince of Wales	81	-	-	-	-
Rawlinson Crescent Park	-	-	220	1,248	-
A.E. Wilson Park	12	40	-	-	-
New Skateboard Facility	-	-	-	-	750
Total Required	775	600	918	1,696	994
Balance - End of Year	4,511	5,393	6,032	5,951	6,632

Payments in Lieu of Land Dedication

Pursuant to Section 206 of *The Planning and Development Act, 1983*, developers are required to dedicate a portion of a development as municipal reserve. The legislation provides that a developer may make a payment in lieu of dedicating the required lands. The funds received are held as deferred revenue until such time as the funds are expended on eligible expenditures. The funds are to be used for the purchase of land to be dedicated for public use or used for the development of and maintenance of existing municipal reserves. There is about $207,000 in deferred revenue at the end of 2007. In 2008, these funds will be used to finance the off-leash dog park project.

Payments in Lieu of Parking

Payments in lieu of parking are received pursuant to Section 75 of *The Planning and Development Act, 1983*. Funds received are held as deferred revenue until spent on eligible expenditures as defined in legislation. As of the end of 2007, there is no deferred revenue for Payments in Lieu of Parking.

Other External Capital Funding Sources

External contributions assumed in the 2008 – 2012 General Capital Program include the following:

- $15,000 in each year of the General Capital Program for program furnishings and equipment at City recreation facilities. The funding results from the agreement for the supply of beverages to the facilities.
- $15,000 in 2008 for outdoor play amenities from several Regina Lions Clubs.
- $70,000 in 2008 from SaskPower Corporation for the Downtown Street Luminaire Replacement Program.
- $208,000 in 2011 from Provincial grants and various tourist attractions for Tourist Signing. The total cost of this project is $400,000. The remaining funding will be from current contributions to capital.
- $10,000 in 2012 for the multi-use pathway in Walsh Acres from the Walsh Acres Community Association.

- $2,600,000 in 2009 from Saskatchewan Highways for Victoria Avenue Widening from Fleet Street to the City Limits. This represents 50% of the total cost of the project. The balance of the funding is provided from current contributions to capital.